DOCUMENT RESUME

ED 222 661 CE 033 993

AUTHOR	Chin, Linda
TITLE	Towards Improving Employment in the New Haven Labor Market Area: The F.A.C.T. (Fostering Active Communication Today) Network. Final Report.
INSTITUTION	Urban League of Greater New Haven, Inc., CT.
SPONS AGENCY	Connecticut State Dept. of Education, Hartford. Div. of Vocational and Adult Education.
PUB DATE	15 Aug 82
NOTE	125p.
PUB TYPE	Reports - Descriptive (141)
EDRS PRICE	MF01/PC05 Plus Postage.
DESCRIPTORS	Adults; *Agency Cooperation; *Community Cooperation; Community Coordination; Cooperative Planning; Cooperative Programs; *Employment; Employment Opportunities; Employment Programs; Employment Projections; Information Dissemination; Institutional Cooperation; Job Development; Job Placement; *Labor Needs; Linking Agents; *Networks; Shared Services; Youth; Youth Employment
IDENTIFIERS	*Connecticut (New Haven); Urban League

ABSTRACT

The FACT (Fostering Active Communication Today) project in New Haven, Connecticut was conducted by the Urban League from November 1981 to July 1982 to create a formal and direct communication mechanism among the many existing organizations concerned with aiding clients to find employment and sharing research and ideas about labor market needs. The primary goal of the FACT project was the formation of an active communication network involving the many existing organizations that were interested in the current and future employment situation in the 14 towns and cities in the New Haven labor market area, including Milford and Cheshire. The FACT network aimed to provide linkages for placement of vocational program completers looking for jobs, to facilitate research on the New Haven labor market, to promote information exchange and understanding of the needs and resources of the different organizations, and to strengthen collaborative efforts to reach common goals. The FACT project laid a foundation for fostering collaborative efforts in the greater New Haven area through coordination on different levels, including the use of the Urban League as a central agency, inter-network cooperation, and inter-organization contacts; and with communication tools such as network meetings, newsletters, and a directory of network participants. It was recommended that the project be continued as part of the Urban League's regular projects. (Author/KC)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

CT 8213202

ED222661

TOWARDS IMPROVING EMPLOYMENT IN THE NEW HAVEN LABOR MARKET AREA: THE F.A.C.T. (FOSTERING ACTIVE COMMUNICATION TODAY) NETWORK

FINAL REPORT

Prepared by
URBAN LEAGUE OF GREATER NEW HAVEN, INC.
1184 Chapel Street
New Haven, CT 06511

Prepared for
CONNECTICUT STATE DEPARTMENT OF EDUCATION
Division of Vocational and Adult Education
Bureau of Vocational Program Planning & Development
Hartford, Connecticut 06115

by
Linda Chin
FACT Project Coordinator

This project was supported by funds made available to Connecticut through the Vocational Education Act of 1976, Public Law 94-482.

All opinions expressed reflect the views of the authors and are not necessarily those of the State Department of Education.

CE 033 993

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

- Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

August 15, 1982

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

V Pickanick

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

TABLE OF CONTENTS

Page

Acknowledgements i

Abstract ii

Introduction 1-4

Rationale for Project Activity and Design 5-7

Project Design

Staff Functions 8

Technical Assistance 9

Timetable 9

Project Design by Phase

Phase I 10-13

Phase II 13-17

Phase III 17-22

Phase IV 22-27

Related Activities 28-31

Summary 32-33

Unanticipated Problems 34

General Discussion 35-40

Recommendations for Future Planning 41-42

Appendices 1-32

ACKNOWLEDGEMENTS

The FACT Project wishes to acknowledge the assistance and support of the following individuals and organizations:

The State Department of Education, Division of Vocational and Adult Education, Bureau of Vocational Planning and Development, namely Mr. Clarence M. Green, Associate Commissioner/Director, Ms. Elizabeth Schmidt, Chief, and Dr. Valerie Pichanick, Associate Consultant, for their commitment to education and employment opportunities and for giving the FACT Project the opportunity to be possible and successful;

Mr. Albert Harary, Vice President, Management Services, United Illuminating Company, for his commitment to collaborative efforts in the Greater New Haven Area and for his technical assistance to and support of the FACT Project;

Mr. John Thomas, Director, Youth Business Enterprises, for generously allowing the use of his facilities during the production of the FACT Network Directory;

The New Haven Private Industry Council, for approving and allocating funds for a second printing of the FACT Network Directory;

And, the Urban League staff members, for their total cooperation, sincere warmth, unyielding support and good humor through the duration of the FACT Project.

ABSTRACT

In its twenty years of service to the New Haven community, the Urban League has formed contacts with many education/training institutions, state and city agencies, employment agencies, businesses and industries, and other community assistance organizations. These contacts have proven to be extremely helpful for referring clients, making job placements, and sharing resources, research and ideas. This experience has led to the observation that the Greater New Haven Area would benefit from a formalized and direct communication mechanism between the many existing organizations without creating an additional bureaucratic structure.

The FACT (Fostering Active Communication Today) Project responds directly to the meeting of these needs. The primary goal of the FACT Project is the formation of an active communication network involving the many existing organizations that are interested in the current and future employment situation in the 14 towns and cities in the New Haven Labor Market Area, and including Milford and Cheshire. The FACT Network aims to provide linkages for placement of vocational program completers in jobs, to facilitate research on the New Haven Labor Market, to promote information exchange and understanding of the needs and resources of the different organizations, and to strengthen collaborative efforts to reach common goals.

Through coordination on different levels, including the utilization of the Urban League as a central agency, inter-network cooperation (e.g., FACT-PIC), and inter-organization contacts, and with communication tools such as network meetings, newsletters and a directory of Network participants, the FACT Project has effectively laid a foundation for fostering collaborative efforts in the Greater New Haven Area.

INTRODUCTION

Recent headlines in the Greater New Haven Labor Market Area have included: "Students Learn Marketable Skills....But Lack of Experience Hinders Employment"; "Tech High School Study Funded by Board"; "New Programs in Work for Career-Bound Students"; "New Haven Firm, Hamden, Plans Joint Venture". These are indicative of the widespread area activity with regard to vocational and technical education, employment and training. Especially in these "worst of times", marked by increased budget cuts and staff reductions, the need for cooperation between existing individuals and organizations becomes vital. However, in many instances, available resources and services are not known to others; there is battling for funding and duplication of efforts toward common goals; and each sector complains that the other is not contributing its fair share toward ameliorating the employment situation.

In its twenty years of service in the New Haven community, the Urban League has formed contacts with many education/training institutions, state agencies, employment agencies, businesses and industries, and other community assistance organizations. These contacts have proven to be extremely helpful for referring clients, making job placements, and sharing resources, research and ideas. This experience has led to the observation that the Greater New Haven Area would benefit from a formalized and direct communication mechanism between the many existing organizations, without creating an additional bureaucratic structure.

The FACT (Fostering Active Communication Today) Project was created by the Urban League of Greater New Haven in response to RFP (Request For Proposal) 81-E-1, issued by the Connecticut State Department of Education, Division of Vocational and Adult Education. This RFP sought bids for "developing a job placement network which [would] strengthen collaboration and communication between the education and employment sectors in the state and provide a link between trained students and available jobs." (Appendix 1)

To achieve this end, the primary goal of the FACT Project was the formation of an active communication network involving the many existing organizations that were interested in the current and future employment situation in the 14 towns and cities in the New Haven Labor Market Area (Bethany, Branford, Clinton, East Haven, Guilford, Hamden, Madison, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge), and including Milford and Cheshire.

Once established, the FACT Network hoped to provide linkages for placement of vocational program completers in jobs, to facilitate research on the New Haven Labor Market, to promote information exchange and an understanding of the needs and resources of the different organizations, to initiate and catalyze collaborative efforts to reach common goals, and eventually, to serve as a model for other labor markets in the state. In developing the proposal and Project design, the Urban League took into consideration the specific needs of the Greater New Haven Labor Market Area and the general applicabilities to the entire state. Also taken into account was the appropriateness of a new project to the Urban League's present functions.

The Urban League is well suited for coordinating a network of this type because of both its community and national standing and its internal organization. The Urban League is situated centrally within the New Haven community and the Greater New Haven Labor Market Area and maintains client walk-in services, as well as active involvement in a three-member statewide and 110-member nationwide network of affiliates. The Urban League of Greater New Haven has three operating divisions: Housing, Education and Employment. Though the FACT Project itself is under the supervision of the Economic Development and Employment Division, coordination with the Education Division and support services, such as counseling and day care, is possible. An organizational chart can be found as Appendix 2. The FACT Project effectively complements employment and training programs and activities (such as affirmative action analysis, annual Career Job Fair, job search techniques class, one-to-one client counseling, resume preparation, job development with area employers) in progress.

On a primitive level, the FACT proposal and project addressed the following suggested guidelines in the RFP:

1) To identify and publicize existing guidance, counseling, placement and follow-up services offered by local educational agencies, by the community and technical colleges, by employment services officers, by community-based organizations, and by business and industry.

   Taking inventory of the existing organizations in the New Haven Labor Market Area that were interested in employment and training, would be essential before initiating effective collaboration between them. Organizations would be identified with a specific contact person(s), a description of services, and a projection of needs. This information would be compiled in a directory which would be disseminated, and thus would publicize services offered by Network participants.

2) To recommend means of coordinating such services so as to provide supplemental services where there is a need, and to avoid duplication.
The FACT Network was geared to be a self-supporting organization, which could serve as a forum for discussion and a catalyst for collaborative action between the many participating sectors. Coordination would be made between the FACT Network and other collaborative councils, such as the Chamber of Commerce, Private Industry Council, Regional Council on Education for Employment and Connecticut Advisory Council on Vocational and Career Education.

3) To plan for coordinated services and job placement activities, which include but are not limited to, graduates of local high school vocational programs and voc.-tech. schools, students trained in non-traditional vocational areas, and graduates of vocational programs in community and technical colleges.
Guidance counselors from comprehensive area high schools, voc./tech. schools and placement officers at private training institutions would be included in the Network and would utilize Network activities to supplement and enhance their own job placement programs for graduates, especially "job-ready" vocational program completers.

4) Priority will be given to proposals which plan to coordinate the resources serving several towns.
The FACT Network planned to span the 14 towns and cities identified by the Department of Labor Employment Security Division as the New Haven Labor Market Area, and also would include the towns of Milford and Cheshire.

The aforementioned points formed the nucleus for the FACT Project's action plan. In a more formal Project conceptualization the objectives and procedures were planned within the framework of four phases, the first beginning in November 1981, upon hiring of a Project Facilitator/Coordinator, and the fourth ending on July 31, 1982, the contract's official termination date:

PHASE I: FACT Initiation - Background Research, Preliminary Structure and Organization

Introduction, continued

PHASE II: FACT Contact - Establishment of Network

PHASE III: FACT Solidification - Development of Active Network

PHASE IV: FACT Evaluation and Extrapolation - Present and Future Implications

These phases, with their individual procedures, goals and objectives, and their relation to the entire Project, will be more fully described in the section of this report entitled FACT Project Design. Also to be discussed will be the problems encountered in each phase and specific conclusions reached. Following the Phase-by-Phase breakdown will be an overall discussion, including a summary, general conclusions, and recommendations for future planning and action.

RATIONALE FOR PROJECT ACTIVITY AND DESIGN

The FACT project was of timely relevance to the Greater New Haven Labor Market Area. Throughout the duration of the Project, the New Haven area was a hub of activity, with talks of cuts in the CETA Program, the shift of training responsibility from federal to state and local governing boards, the possible start-up of a new technical high school to meet the high demand but limited supply of spaces within the current system, the identification of the area as a target site for economic development in the field of high technology, the proposed establishment of a new University Science Park in New Haven.

An atmosphere this ripe for change necessitates productive communication between the many sectors interested and involved in the present and future employment outlook. Locally, it has been evident that increased effective communication has been pinpointed as a possible solution to the "miseducation" of students for the current labor market requirements. The report of the Education Planning Committee, Educating for Employment (June 1980), called for "interagency cooperation and original collaborative efforts". In the State Board of Education's 1981 Agenda for Action, nine main objectives under "Goal V: Strengthening Relationships Between School, Community and Work", called for increased communication and joint planning. One of the outcomes of the New Haven Private Industry Council Business/ Education Conference, September 1981, was the need for "a mechanism that will provide open lines of communication on a continuous basis among: business/industry, government, labor and education.

The FACT Project addressed this communication need by involving representatives from business/industry, state and local agencies, private employment agencies, community-based organizations, comprehensive high schools and colleges, voc./tech. and private training schools. Despite a number of collaborative councils already in existence in the area, the FACT Network's establishment would mark a long-deserved need and role. The Network did not set out to be a new bureaucratic structure composed of a few key representatives from the different sectors, but aimed to involve individuals from different levels in the organizational structure. Thus, placement officers, guidance counselors, personnel directors have been included, as well as executive directors, agency presidents and business leaders. Though all the individuals involved may not hold top decision-making powers, they do all have an acute understanding of the importance of their roles to the employment picture.

From another perspective, participants in the Network could be classified in another way, as: job finders (those who assist individuals to find jobs, in schools, community agencies, or in a profit-making service); job providers (those who make hiring decisions in business/industry); educators and trainers (those who supply basic/training skills for the workplace); or job supporters (those in organizations that provide job search techniques skills or other support services, such as counseling, assistance for minority, handicapped and other special populations).

The FACT Network did not try to be comprehensive for the entire region, but rather composed of individuals and organizations who were familiar with the Project's goals and were interested in participating. Once established, the Network's influence would be extended to job seekers, for the newly formed/improved avenues of communication would have an impact on training opportunities, the preparation of skilled workers for the workplace, and the matching of job-ready people to jobs. Traditionally neglected in other collaborative councils, the job finders play an important role in the Network, because they serve a pivotal function in communication. Their work with representatives from many sectors and with clients/students allows them to gain a diverse variety of perspectives of the employment picture.

In early discussions, employment managers, business leaders and placement officers repeatedly stressed the importance of having contacts for their own work. With respect to job placements, personnel officers maintained that hiring through contacts was utilized to a great extent. In terms of other joint efforts, most expressed the opinion that establishing a working rapport and relationship with the other party generally preceded any talk of collaboration, but, once established, contacts were utilized regularly.

On this basis, the main priority for the FACT Project was the establishment and solidification of an active communication network before expanding to other related tasks. Networking would be effected through small group workshops, by sector, to articulate common goals, followed by larger group meetings of all participants to allow for exchange of needs and ideas across the sectors. With this foundation and with tools such as a Network Directory of participants and a newsletter, resource sharing, cooperative work arrangements, job placements, Rationale, continued

referrals, etc., would be facilitated within the Greater New Haven Labor Market Area.

PROJECT DESIGN

Staff Functions

FACT Project Coordinator:

Responsible for coordination of all aspects of Project planning and activity; makes contacts in education, business and industry, community, state agencies, private training schools and employment agencies; arranges and chairs Advisory Committee meetings; coordinates workshops and meetings; compiles and publishes Directory, newsletter; acts as broker in fostering collaborative efforts; oversees evaluation process.

Submits monthly reports to Urban League of Greater New Haven; mid-year and final reports to State Department of Education.

Responsible to Director of Economic Development and Employment.

(Job Description attached as Appendix 3.)

Clerical Staff:

Secretary/Office Manager - Responsible for typing of memos, correspondence, reports, etc., and handling of incoming mail and distributing supplies.

Bookkeeper - Responsible for handling budget, payroll, travel and expense reports.

Student Intern from Southern Connecticut State College (January - May 1982)

Responsible for assisting Coordinator in all phases of Project activity, for gaining experience in social work: forms contacts during initial recruitment; makes follow-up calls after meetings; compiles information for directory; interviews some guidance counselors and placement officers; assists with evaluation.

Project Design, continued

Technical Assistance

Technical assistance and consultation were provided by many individuals and committees, including:

The Urban League Board of Directors (Appendix 4)
The Urban League Economic Development and Employment Committee (Appendix 5)
The FACT Advisory Committee (Appendix 6)
Skills Bank Network, Springfield, Massachusetts (see Related Activities)

Project Timetable

The initial change which needed to be made was an adjustment for the late start of the Project due to unanticipated delays. Thus, whereas in the original contract timetable the starting date is indicated as October 1, 1981, the Project's actual starting date was November 9, 1981, the date when the FACT Project Coordinator began working at the Urban League. Otherwise, though key deadlines necessarily needed to be kept, the timetable was adjusted within the limitations of an eight-month project. It was also revised to allow for the accommodation of current needs as the Project progressed. Overall, however, the Project's course did not diverge greatly from the timetable established in November, 1981. For easy reference and coordination, the timetable was also divided along the four phases of the Project's structure. The original contract termination date of June 30, 1982, was changed in May to July 31, 1982, to allow more time for continued Project activity and the writing of the final report (see Appendix 7).

PROJECT DESIGN BY PHASE

In an abstract/report written for the State Department of Education in November, 1981, aspects of the original contract were necessarily clarified and revised. It was in this abstract/report that the Four Phase design became the structural action plan for the FACT Project. Also, the phases were coordinated with a time schedule. In this section the Four Phase Action Plan will be reviewed and discussed phase-by-phase, to provide a detailed report of activity. The objectives below have been taken, with minor modifications, from the abstract/report; the procedures and activities, results, unanticipated problems, and self-evaluation sub-sections are included within discussion of each phase for purposes of organization and clarity.

It is hoped that, by organizing the report in this fashion, the reader can understand the Project in its chronological flow, and that the possible duplication of the FACT Project by other interested groups will be facilitated.

PHASE I: FACT Initiation - Background Research, Preliminary Structure and Organization

Before any action was to take place, many preliminary steps needed to be taken. The first phase, beginning when the FACT Project Coordinator began work at the Urban League on November 9, 1981, was essentially an orientation and initiation period. As mentioned, the Project Coordinator needed to respond to the State in a report/abstract outlining procedures, objectives, strategies and a monthly overview. Background reading was done to gain familiarization of the pertinent activities in the state and the Greater New Haven Area. (See Literature Reviewed, Appendix 8.) An active clipping file was begun. Also, the Project Coordinator attended two committee meetings relevant to the Project. (See Related Activities.) More specifics for this Phase follow.

I.1.0. Objectives

I.1.1. Establish an Advisory Committee Structure Including the Following Representatives:

(1) person representing sex-equity concerns;
(1) person representing community interests;
(1) person representing the State Department of Education;

(1) person representing an ethnic minority group;
(1) person representing public high school guidance programs;
(1) person representing college career advisory programs;
(1) person representing private industry training programs;
(1) person representing regional voc./tech. high schools;
(1) person representing community service employment assistance agencies;
(1) person representing state government employment resources.

I.1.2. Utilizing Urban League Resources, Advisory Committee Suggestions, and information from the Greater New Haven Chamber of Commerce, identify job-finders and job trainers/educators in the New Haven Labor Market Area, and including the towns of Milford and Cheshire. Compile mailing list of organizations and potential representatives.

I.1.3. Formulate Initial Contacts Through Correspondence ("Feeler" Letter or brochure) describing general project information and highlighting objectives of Network.

I.2.0. Procedures and Activities

I.2.1. An 11-member Advisory Committee structure with individuals representing the various components of the Network, and who support the Urban League's efforts, was organized. (Appendix 6) All individuals who were invited to serve on the Committee accepted, with the exception of one who could not make a commitment to serve, but agreed to act as a consultant and to provide professional assistance whenever possible. Also established was a standing committee with representatives of the Urban League's Economic Development and Employment and Education Divisions.

The first Advisory Committee meeting was planned for December, 1981.

In this phase the Committee would begin to work as an active body--project proposal structure, objectives and timetable would be reviewed; ideas and strategies discussed and strengthened; members would begin to convey pertinent project information to associates in their related areas.

I.2.2. A mailing list of over 300 suggested organizations to contact was compiled. The breakdown was as follows: 218 businesses/industries, 29 private training schools, 38 private employment agencies, 55 community and state assistance organizations, 15 comprehensive high schools and colleges, and 3 vocational/technical schools.

Businesses/industries selected were those that were in the Urban League's job development files (already established contacts) and/or those with 100 or more employees as indicated in the Chamber of Commerce's Directory for South Central Connecticut; private training schools solicited were those that offered vocational/technical skills training; private employment agencies included were taken from Urban League listings of area agencies for referral and from listings in the area telephone directories; community and state organizations selected were those with existing employment assistance, training programs or employment support services; all area high schools, colleges and vocational/technical schools were included.

I.2.3. A "feeler" flyer, introducing the FACT Project's inception and objectives was designed, produced and distributed to the organizations on the general mailing list. (Appendix 9) Names of specific persons to contact in the organizations were obtained from the Urban League job development files, Urban League contacts in education and human services, the Greater New Haven Personnel Directory, the Chamber of Commerce Business Directory, and FACT Clipping Files.

I.3.0. Results, Unanticipated Problems and Self-Evaluation

I.3.1. The attempt was made to establish an Advisory Committee made up of individuals who were sincerely interested in the FACT Project, who represented the aforementioned interests and concerns, and who would be able to follow through with their original intentions to be actively involved. However, it was realized that this would be difficult to pre-determine.

I.3.2. An attempt was made in the initial identification inventory procedure to be as comprehensive as possible, despite the guidelines on organizations included on the mailing list that were established. After this initial mailing, however, the mailing list would be narrowed down to include those who were interested in participating in the Network.

I.3.3. For every organization a specific contact person was found for the flyer to be addressed to, on the basis that mail personally addressed to an individual gained greater attention; however, personnel changes caused some of the contacts to be outdated. Follow-up calls to individuals and organizations would be extremely important.

PHASE II: FACT Contact - Establishment of Network

With the objectives of Phase I met, Phase II would follow as planned.

II.1.0. Objectives

II.1.1. Follow Up First Mailing With Personal Phone Calls and Visits to Better assess goals and needs of individual organizations and their part in the general Network.

II.1.2. Hold Advisory Committee Meeting to Discuss Progress and Future Plans, especially format of introductory Network meetings.

II.1.3. Conduct First in Series of Meetings/Workshops with Representatives from organizations and introduce Network's short and long-term objectives; begin to establish working procedures; begin to identify needs. Possible approaches include keynote speakers discussing specific aspects of the employment situation and their relation to the whole, and small roundtable meetings with job finders, trainers/educators, private industry representatives at each to promote additional discussion and pinpoint needs.

II.2.0. Procedures and Activities

II.2.1. Response to "feeler" flyer began to be returned to the Urban League in the first week of January. Beginning on the "deadline" for returning the response form, follow-up calls were made to contacts in organizations who had not replied. Calls were made in the following order: educational institutions, community organizations, employers, private employment agencies.

II.2.2. The first Advisory Committee meeting was held on December 9, 1981. A set of introductory materials was prepared and distributed at the meeting (Appendix 10). The packet included a roster of Advisory Committee members, a revised timetable, a copy of the Project abstract as submitted to the

State Department of Education, an organizational Network chart, and the mailing list of organizations in the prospective Network. Discussed was the inception of the FACT Project, Project objectives and goals, the format of the Network meetings, and identification of the current needs in the area of employment (identification of regional needs, needs of groups within the region by town or by interest group, of vocational education completers, of training programs in progress). (Appendix 11)

A second Advisory Committee meeting was held on January 27, 1982. Discussed was Project progress to date, the Project's goals and timetable and the most effective networking procedures. It was decided that small workshops, by interest groups, could be held initially to identify common issues, establish relationships and discuss programs, as well as to introduce the FACT Network. These small workshops would be followed by a large meeting a few weeks later. It was agreed that, in order for active networking to take place, relationships must be built first. Minutes of the meeting and a list distributed at the meeting are included as Appendix 12.

II.2.3. Utilizing Advisory Committee suggestions and expertise, it was decided that an effective format for the meeting would be small workshops, held at different times for different interest groups, followed by a larger meeting for all interested participants. The small workshops were planned for the week of February 22nd, at the Community Services Building, One State Street, New Haven; the larger meeting was scheduled for March 18th at Harkness Hall, Yale University, New Haven. Invitations were designed, produced and distributed (Appendix 13). At the time of this large meeting, the follow-up calls to organizations were ceased, even though many organizations (generally businesses and industries) had not been reached personally.

The FACT Project Coordinator arranged for and met with group facilitators to discuss the agenda and goals of the workshops. Facilitators from the FACT Advisory Committee, included: Joseph Schofield (Executive Director of the Dixwell Community House) for the community organizations; Seporia Atlas (Head Guidance Counselor at Wilbur Cross High School) and

Bob Miles (Director of Career Development Center at South Central Community College) for guidance and career counselors; Valerie Hayes (Affirmative Action Analyst/Job Developer at the Urban League) for private placement agencies and training institutions; Susan Stopa (Employment Manager for Friendly Ice Cream Corporation) and Valerie Hayes for employers; and the FACT Project Coordinator, Linda Chin, for education and training professionals.

A copy of Notes for Workshop Facilitators, an outline for conveying the goals of the workshops, is attached as Appendix 14. The meeting agenda is included as Appendix 15.

The procedures for the large network meeting will be discussed as part of Phase III.

II.3.0. Results, Unanticipated Problems and Self-Evaluation

II.3.1. By the end of January, 1982, over 100 organizations in the New Haven Labor Market Area had expressed interest and were represented in the Network--approximately 33% of the original mailing list. Many of the positive responses had been made as a result of the follow-up calls. It was found, through follow-up calls, that many individuals did not receive the flyer; the flyer was often passed on within an organization, causing delays or misrouting; people often needed approval of other supervisors before making a commitment; the flyer got lost in paperwork, etc. These calls have proven to be specially worthwhile, because they allow for immediate rapport and for the opportunity to individually and personally identify the needs and concerns of the individual and/or organization.

An analysis of the total participants could not really be made at this time, because the list was not complete and because follow-up calls were made in a specific order. All the area high schools were represented. Though the list of participants was diverse, it was noted on a general level that there seemed to be more cooperation and willingness to participate from the non-profit organizations than from the private sector. In terms of towns and cities represented within the region, positive response appeared to be proportional to the number of organizations contacted on the mailing list, thus New Haven was very highly represented for apparent reasons.

Follow-up calls were ceased at the time of the mailing of invitations for the workshop. By that time approximately 175 organizations were to be included in the initial Network. This represented approximately 50% of the original mailing list, with the following breakdown:

Original Mailing List		# Positive Responses		% Positive Responses
Businesses/Industries	218	66		31%
Private Training Schools	29	17		59%
Private Employment Agencies	38	19		50%
Community Organizations	55	38	27	69%
State Organizations			12	
High Schools/Colleges/Voc.-Tech.	18	18		100%

The lowest percentage of positive response from the businesses/industries can be attributed to the difficult economic conditions experienced by many area industries. This has resulted in many staff reductions and lay-offs, and thus a diminished interest in job placement, training programs and cooperative efforts.

II.3.2. It was felt by Dr. Valerie Pichanick, of the State Department of Education, that the Network did not have a regional representation, especially evidenced in the composition of the Advisory Committee. To provide for a regional outlook, as well as a New Haven Area focus, Peter Young, the Executive Director of the Area Co-op. Educational Services, was added to the Advisory Committee.

The Advisory Committee has been providing useful input for the FACT Project, even though some conflicts of interest have been noted.

II.3.3. A list of those who attended the workshops and the worksheet distributed at the small workshops can be found as Appendices 16 and 17. Overall, the workshops ran smoothly and succeeded in conveying the purpose, goals, and structure of the FACT Project, as well as in identifying the needs of the individual groups. During each session it was noted that each group targeted the others as not contributing enough to solve the employment problem. Community organization representatives complained of a lack of funding, lack of private sector interest in training, transportation and support services; guidance counselors voiced a lack of private sector communication of needs and resource sharing; private placement agencies and training institutions demonstrated concern for the lack of skilled personnel and the disparity between skilled individuals and current employment needs; employers felt the educational institutions were not adequately preparing individuals for work. Each sector expressed a willingness to articulate these views and address these issues at the larger meeting.

Participants were asked to fill out and return the worksheets for the directory as soon as possible. Worksheets would be mailed to those individuals who could not attend the workshops and follow-up calls would be made by the facilitators and the Project Coordinator.

Though response and participation at the workshops were not as strong as expected (25% of Network), it is felt that those who did attend gained an understanding of and enthusiasm for the Project and would serve as a solid nucleus for the Network.

PHASE III: FACT Solidification - Development of Active Network

Phase III and Phase IV procedures and strategies depended greatly on the Project's progress in previous phases; thus objectives proposed in the original abstract/report may have been revised slightly.

III.1.0. Objectives

III.1.1. Follow Up First Meeting With Minutes and Questionnaires Elaborating on discussion topics, describing future meeting agenda, and allowing for suggestions and feedback.

III.1.2. Hold Advisory Committee Meeting #2

III.1.3. Revise and Expand Mailing List. Make Further Personnel Site Visits If Necessary.

III.1.4. Conduct Second Meeting for Network Participants for Further Discussion and establishment of more definite working procedures.

III.1.5. Design and Produce Brochure. Distribute. Include Suggestions on Recording actual use of network for qualitative and quantitative analysis of Project's progress.

III.2.0. Procedures and Activities

III.2.1. In early March a mailing was prepared and sent to those individuals who did not attend the small workshops. Included in the mailing was a worksheet form for the Network Directory. Additional follow-up was done by phone.

III.2.2. Two Advisory Committee meetings had already been held. Technical assistance was gained from Advisory Committee members on an informal basis, through individual phone calls and meetings. Also, close contact was maintained with many key Advisory Committee members who served as facilitators at the smaller workshops and/or who agreed to be facilitators for the roundtable workshops at the large meeting in March.

III.2.3. During this phase a few organizations (who had gained information about the FACT Network through other participants or media) requested that they be included on the general mailing list. Site visits were made upon request/invitation of Network participants, usually to elaborate on discussions held during meetings. By Phase III, however, active "recruitment" of participants had already ceased, to keep the Network and compilation of the Directory at a workable level.

III.2.4. The March 18th meeting followed the following format: a large meeting, for the entire group, with two speaker presentations; then breaking down into smaller workshops. The workshops, facilitated by members of the Advisory Committee, were composed of representatives from all the different sectors to foster lively discussion and networking. Attached are meeting agenda, notes for facilitators (Appendices 18 and 19). The agenda of the meeting was arranged with Glenda Boyd, Recruitment Specialist at the Permanent Commission on the Status of Women, to allow her to fulfill a requirement of her job contract.

An evaluation form was designed and distributed to individuals who attended the March 18th workshop (Appendix 20).

III.2.5. The Network Directory was designed and was to be organized by sector: state and regional resources, high schools, colleges and voc./tech. schools; community organizations; placement services and training schools, and employers. Each organization would be listed with an individual entry containing the logos, contact person's name, address, phone, and a description of services/needs. Entries for the directory needed to be compiled and edited. Also, extensive follow-up was done by phone to reach those who did not return the form or did not supply enough information. Production of the Directory was begun in March, with two-thirds of the Directory being taken to the printer by the end of March.

In April 200 copies of the FACT Network Directory were printed and distributed, with a cover letter, to Network participants (Appendices 21 and 22). Also accompanying the directories was a recording sheet, essentially a log of contacts made by people in the Network. (Appendix 23) This data would eventually be collected for evaluation purposes. Space was allotted for the data, organization and individual contacted, type of contact (i.e., phone, letter, meeting), purpose of contact (i.e., placement, referral, information) and results/comments.

III.3.0. Results, Unanticipated Problems and Self-Evaluation

III.3.1. Follow-up by phone always proved to be extremely worthwhile, and necessary, because Network participants generally need to be prompted. Also, many individuals claimed to have not received materials; this is perhaps a consequence of sending materials via bulk mail.

III.3.2. Approaching the Advisory Committee in a more informal and individualized manner seemed most beneficial to the Project. From attendance at the past two meetings it appeared that there was a core of members who were extremely interested and others who were not as familiar with the Project. Those who were actively involved contributed much useful input and assistance. Another formal Advisory Committee meeting would be held in Phase IV of the Project to discuss Phase IV goals.

III.3.3. With the FACT Network numbering 175 strong, and diversely represented across sectors and the region, the FACT Network already could successfully make an impact on the New Haven Labor Market Area. Increasing membership or recruitment efforts would be discussed by the Advisory Committee and Urban League staff as part of planning for the 1982-83 year. An updated directory, with new represented organizations and with corrections and changes to the first version, would be part of the means for keeping the Network mailing list active and current.

III.3.4. Network participants left the March meeting eager to work collaboratively, looking forward to the publication of the Directory as a tool for making contacts, and enthusiastic about networking as a means of enhancing their own efforts. A list of participants can be found in Appendix 24. Those in attendance comprised approximately 25% of the total number of organizations represented in the Network. At one of the smaller workshops at the March meeting the facilitator asked participants to put "in writing" their commitment toward improving employment in the New Haven Labor Market Area through the FACT Network. Many of these comments, varying from job opening notification to provisions for speakers have been compiled for perusal (Appendix 25).

Approximately 75% of the evaluations were returned, with respondents from all different sectors of the Network, and with the exception of two, all were favorable. It is believed that the two negative evaluations were not totally a direct reflection of the Project's and Network's success to date, but more a result of the political mayhem that is occurring in the New Haven Area between many competing groups.

The response to the evaluation is summarized as follows; samples of returned evaluations can be found in Appendix 26:

# of evaluations mailed: 41
# of evaluations returned: 31
% returned: 76%

Of all the evaluations returned, two were mailed anonymously.

Project Design by Phase, continued

# of state and regional resources:	2
# of community organizations:	4
# of private personnel agencies/training institutions:	3
# of employers:	11
# of high schools, colleges, voc./tech. schools:	10
	31

# who had attended the small workshops in Feb. 1981: 16

Was the purpose of the FACT Project and Network explained clearly at the workshop attended? 27 Yes 2 No 2 Uncertain

How would you rate the concept of the FACT Project?
2 Poor 4 Fair 8 Good 9 Very Good 8 Excellent

What result is more important to you? (some checked more than one response) 12 Directory 24 Networking 13 Job Placement

Were the workshops beneficial for you as a means of sharing common concerns? 24 Yes 3 No

Would you like to see the Network continue beyond the development of the Directory? 29 Yes 2 No

Please state your suggestions as to the continuance of the Network. (The majority suggested regularly scheduled meetings, newsletter, an updated Directory.)

Please indicate the organization/institution you feel would best coordinate and continue the Network concept. (Over half felt the Urban League was most suited to continue the coordination of the Network, with funding and support from the private sector. Most of the others suggested a combination of sectors in a Board or Committee set-up.)

III.3.5. Copies of the FACT Network Directory were printed with the intention of disseminating it to the 175 participating organizations. Rather than distributing copies directly to job seekers, individuals would be able to utilize the Directory through participating community agencies, guidance officers, placement officers, etc. Only 225 copies were able to be printed because of budgetary limitations. Due to the essence of networking, however, the effects of the Network and Directory usage will be far beyond the number of information tools in circulation. Many requests for additional copies have been made since the Directory's release. To accommodate the large demand which already has exceeded the supply, provisions needed to be made for a second printing. The New Haven Private Industry Council agreed to provide funds for a reprinting.

PHASE IV: FACT Evaluation and Extrapolation - Present and Future Implications

In Phase IV, the Network participants would begin to utilize the system of referral, contacts and communication established to enhance their efforts in their daily activities. For FACT Project staff the main objective of Phase IV would be the establishment of means to ensure the Network's perpetuation and success. This included the maintaining of contacts with participants on an individual and group level, the continued brokering of collaborative efforts between individuals and organizations in the Network, and the investigation of other Project objectives using the Network structure. In the prospectus written in November 1981, six objectives were outlined as part of Phase IV. However, these procedures and strategies were not very specific, since they were so dependent on the Project's progress. As Phase III drew to a close, and with all objectives in Phases I, II, III, successfully met, planning was made for the final phase of the Project. These newly established/revised goals were based on the most current Project needs, as expressed by the Project Coordinator and Advisory Committee members' perspectives, and the opinions of the Network participants in the evaluations, and were felt to be realistic and feasible within the time frame of the Project.

IV.1.0. Objectives (* indicates not in original prospectus)

IV.1.1. Hold Advisory-Committee Meeting

IV.1.2. Conduct the Third Networker's Meeting to Discuss Network's Progress in previous three phases of program and future efforts.

IV.1.3. Prepare First Draft of Year End Report. Gain Comments for Use in Final Report.

IV.1.4. Investigate Other Project Objectives, Such As Expansion of Network to include support services such as day care, discussions with private industry administrators to improve/initiate in-house training programs, and a regional high school placement coordinator.

*1.4.a. Contact guidance counselors and placement officers at private training schools.

*1.4.b. Contact employers to extend the use of the Urban League's Job Bank to them.

*1.4.c. Compile an initial newsletter for distribution.

*1.4.d. Contact private employment agencies to make arrangements for facilitating the referral/placement process for recent graduates.

IV.1.5. Produce final report for the State Department of Education.

IV.1.6. Hold final Advisory Committee meeting, if applicable to Project's progress, to discuss future of FACT, Project results and successes, and further short and long-term evaluation procedures.

IV.2.0. Procedures and Activities

IV.2.1. An Advisory Committee meeting was scheduled for late April. The main topics to be discussed by the committee were: objectives for the last two months, the next Network meeting, perpetuation of the FACT Network without additional funding, coordination with other groups and services (PIC, NCEE, Connecticut State Employment Service). The agenda is included in Appendix 27 .

IV.2.2. A Network meeting, with a guest speaker, was planned to be held in the month of June. This meeting would be a combination conference/meeting/ luncheon aiming to initiate a speaker series, to attend to Network business on a regular basis, and to informally promote networking for forming and maintaining contacts.

Initial preparations were made for the Network luncheon/meeting in June. The meeting was arranged to be held on Wednesday, June 23, 1982, at the Piccadilly Restaurant, New Haven, from 9:30 AM to 1:30 PM. The program would include presentations by guest speakers on the topic, "Toward

Improving Employment in the New Haven Labor Market Area: Networking to Foster and Further Collaborative Efforts". Seven speakers, with interests representing the various components of the Network were invited to participate. Invitations were designed.

IV.2.3. Preparation was begun for the writing of the final report, i.e., outline, compilation of statistics. Actual writing was planned for the last few weeks of the Project.

IV.2.4. Aforementioned Project Objectives a-d would be focused on in Phase IV.

2.4.a. The FACT Project Coordinator planned to contact (personal visits and phone calls) guidance counselors at the area high schools, colleges and voc./tech. schools, and placement officers at private training schools to discuss job placement needs for vocational education completers and the Network's potential role in the future for assisting them in their work.

2.4.b. In conjunction with Valerie Hayes, Affirmative Action Analyst/ Job Developer at the Urban League (and a member of the FACT Advisory Committee) the Network's participating employers were contacted for site visits for job development, for participation in the Urban League Career Job Fair, and/or for utilizing the Urban League Job Bank Service.

2.4.c. The first in a series of newsletters will be compiled, printed and distributed to Network participants and other interested individuals and organizations. Submissions to the newsletter by Network participants will be encouraged.

2.4.d. Private employment agencies would be notified and asked to name a contact for referral/placement for recent graduates from area schools. A list of names and agencies would be compiled and circulated to guidance counselors and placement officers.

IV.2.5. Ten copies of the final report are due to the State Department of Education in mid-August. The year-end report will incorporate additional letters of commendation, evaluations, comments, statistics received and compiled by the Urban League between the contract termination date and the time the final report is submitted.

IV.2.6. A final Advisory Committee meeting was not planned. Rather, to ensure the Advisory Committee's and Network's continuation, a letter was sent to the members of the Committee asking if they wanted to remain on or withdraw from the Advisory Committee for the coming year. New members, from the Network, would replace those who chose to step down.

IV.3.0. Results, Unanticipated Problems and Self-Evaluation

IV.3.1. The Advisory Committee read evaluations of the workshops, discussed Project progress to that date, and reviewed the goals for Phase IV. The objectives for the Project's last two months were determined by the Committee to be realistic and feasible within the time frame of the Project. Minutes of this meeting are included in Appendix 28.

IV.3.2. Of the seven speakers invited to participate, six agreed to make presentations. As listed on the invitation mailed to Network participants at the beginning of June (Appendix 29), the speakers included: Dino Ciaburri, President, Mildin Institute; Valerie Hayes, Affirmative Action Analyst, Urban League of Greater New Haven; John LeConche, Chairman, Connecticut Advisory Council on Vocational and Career Education; Mary Ellen Powell, Marketing/Training Director, State Occupational Information Coordinating Committee; Terri Smith, Public Relations Director, Southern New England Telephone Company; and Isadore Wexler, Director, Regional Council on Education for Employment. All arrangements for the luncheon and speaker presentations were confirmed; however, the meeting was eventually cancelled due to insufficient registration. A meeting with a similar agenda will be held in the early fall to start the series of regular Network meetings in the coming year. A fall date seemed to coincide better with personnel vacations, organizational fiscal planning, and the school calendars.

IV.3.3. The writing of the final report was scheduled for the end of June. However, due to the anticipated luncheon/meeting date of June 23rd, a request for an extension of the contract termination date to July 31, 1982, was made, to allow sufficient time for writing this report.

IV.3.4.a. Personalized contact was made with guidance counselors and placement officers in the Network to share ideas for better serving their students/clients, essentially to assess the needs of the guidance counselors and the vocational education completers (with job placement) and to offer suggestions for how the Network could be utilized to meet these needs. Most guidance counselors planned to make the existence of the Network Directory known to students looking for employment and to integrate the Network into their plans for the upcoming school year. Summaries of three interviews with guidance counselors from a comprehensive high school (Robert Watson, North Haven High School), a vocational/technical high school (Peter Leahy, Eli Whitney Regional Vocational High School), and a technical college (Manuel Oliveira, Greater New Haven State Technical College) are included. (Appendix 30)

IV.3.4.b. Though exact statistics have not been compiled, there has been a noted increase in the number of job orders (notifications of openings) arriving to the Urban League, since the FACT Project's inception and especially since the release of the Network Directory. A more exact means of gathering statistics on placement and a more formal mechanism for receiving and processing job orders (possibly computerized) are under consideration by the Urban League's Economic Development and Employment Division.

The Urban League's Job Bank system, however, is not the only means by which job placements have been facilitated as a result of the FACT Project. It is but one example of a collaborative effort between area employers and a community organization. Similar referrals and placements have been made between employers and other community employment assistance agencies/educational institutions. This can be more accurately assessed when the Directory Recording Sheets are returned; in one received already, the placement officer from an educational institution noted six referrals and three actual placements between May 1st and June 30th.

Project Design by Phase, continued

IV.3.4.c. The first formal newsletter will be compiled in the fall. On an informal basis the FACT Project sent notification to schools and community agencies about a Machinist Operator Training Program sponsored by the New Haven Public School System. News of other pertinent programs/ events that reaches the Urban League has been relayed to appropriate organizations as well.

IV.3.4.d. Of the 19 employment agencies represented in the FACT Network, nine felt that they would be able to service recent graduates and designated a contact person for handling referrals from guidance counselors and placement officers. This list was then distributed to counselors and placement officers for utilization by program completers in their respective schools.

IV.3.5. Writing of the final report will be completed by the contract termination date, as scheduled.

IV.3.6. At the date of this writing only seven of the twelve Advisory Committee members had responded with their decisions to remain on or withdraw from the Advisory Committee. Second letters have been sent to the five members who have not replied. The Urban League Economic Development and Employment Director will receive from the FACT Project Coordinator, along with "Recommendations for Future Planning", a list of Network contacts who have shown interest and who have expressed a desire for more active involvement. These names would be suggestions for new Advisory Committee members and can be used internally by the Urban League to form a new Committee or they can be disregarded and an Advisory Committee can be elected at the large meeting planned for the fall of 1982. ✓

RELATED ACTIVITIES

The following additional activities, undertaken by the FACT Project Coordinator, provide a glimpse of local happenings in the period of November 1981 through June 30, 1982, which were relevant to the FACT Project's goals and objectives:

NOVEMBER

Private Industry Council General Meeting

The progress made by the Council in the year 1981 was reviewed at this meeting. Insight was gained into the workings of the Private Industry Council (a collaborative business/industry, government, labor, education body). The FACT Project was publicized.

Technical High School Planning Sub-committee Meeting

Plans were being made for the establishment of a technical high school in the New Haven area. Again, business/industry representatives and educators convened to address the problems of unemployment and training. The FACT Project was publicized.

DECEMBER

Northeast Regional Support Center Conference/Workshop

The purpose of this conference/workshop was to allow the target groups of their contract (State Support Centers, American Indian Advisory Committee, Federal and Discretionary Groups) to jointly arrange the schedule and calendar for the upcoming year, as NRSC was losing its funding in September 1982. The Urban League was invited to help provide a focus and to help assess the needs of urban blacks in education, employment and other service areas. The possibility of the Urban League's utilization of training resources and/or sponsorship of a future workshop in the New Haven area for community-based organizations was discussed.

CONSIDER/GIS

A demonstration of CONSIDER/GIS (a series of computerized files with information on occupations, voc./tech. schools, apprenticeship and financial aid) was given by Mary Ellen Powell of SOICC in the Urban League offices. In the New Haven area computer terminals available for public use were in limited places; SOICC had been trying to expand their representation and utilization and was eager to have terminals in community-based organizations. Arrangements were made to have a portable terminal in the Urban League offices for a month trial period in January.

JANUARY

Greater New Haven Personnel Association General Meeting/Luncheon

Insight was gained into the proceedings of this New Haven-based network of employment managers and personnel directors. The FACT Project was publicized.

Connecticut Business & Industry Association Conference

The focus of this conference was a keynote address and panel discussion on "High Technology Industries and Future Jobs in Connecticut". The CBIA Conference brought together legislators, public officials, educators, business leaders and community representatives.

Equal Opportunity Day Luncheon

The Urban League's First Annual Equal Opportunity Day Luncheon honored company representatives who had been working cooperatively with the Economic Development and Employment Division in terms of affirmative action and job development efforts.

CETA Community Planning Meeting

The FACT Project was publicized at this meeting of representatives from community-based organizations within the discussion of youth employment planning in the New Haven area.

Southern Connecticut State College Internship Program

January marked the beginning of a cooperative effort between the Urban League and S.C.S.C. A social work student was placed under the supervision of the FACT Project Coordinator for field work experience in a human services agency. In the course of the next five months the intern gained experience in project planning and development.

Association of Employment and Training Professionals Meeting

At this conference /luncheon bringing together professionals from state and local employment organizations, a keynote speaker discussed possible replacements for the CETA program and informal networking took place.

FEBRUARY

Connecticut Advisory Council on Vocational and Careers Education

CACVCE sponsored a series of small meetings bringing together selected employers, educators, state and community representatives to develop an action plan for "youth (un) employment".

MARCH

Statewide Conference on Youth Employment

Many professionals concerned with employment and training issues attended this statewide conference sponsored by the Connecticut Justice for Children Collaboration and the Connecticut Youth Service Association. Following a keynote address, participants attended workshops in urban, suburban/rural tracks and addressed the issues of job readiness, job development and placements and community and family support/problem populations and policies. The workshops had a panel of presenters representing community services, corporations/labor and education. Valerie Hayes from the Urban League served as one of the panelists in the urban track and spoke about the FACT Project in her presentation.

MAY

Skills Bank Network, Springfield, Massachusetts

Surverne Miller, Director of Economic Development and Employment, Susan Stopa, Employment Manager of Friendly Ice Cream Corporation, and the FACT Project Coordinator went to Springfield, Massachusetts, to observe the facilities of the CETA Skill Center and program activities of the Skills Bank Network (SBN), a computerized job-matching program operating through the Skill Center. The first part of the day was spent at an Advisory Council meeting of SBN. The SBN Council is similar in composition to that of the FACT Advisory Committee, with representatives from private, state and community agencies, and educational institutions. Many structural similarities between the two projects were observed: Both are funded by State Education Divisions, both are regional in representation, both have similar target populations (vocational education completers, CETA-eligible, minorities), both aim to foster better communication among the different sectors, both hope to provide useful information on the needs of the Labor Market Area. However, the approaches to the issues of improving employment opportunities are different. SBN has spent two years developing and operating a computerized job-matching program between job-ready vocational education completers and job openings in the area. Employers have been encouraged to submit openings and guidance counselors have been approached to encourage students to participate in the service. There is no actual communication among the sectors, except through the central SBN office and at Advisory Council meetings. Claudette Burque, the SBN Project Coordinator, was interested in hearing about the FACT Network-Networking meetings, and in seeing the Directory that was produced. Following the Advisory Council meeting, the Director of Management and Profit Systems (the firm that designed the Job Bank Program) discussed the computerized system. Many valuable points were learned from this trip, the foremost being the incorporation of a computerized system into the present Urban League Job Bank Program to increase efficiency. It was also interesting to gauge the "success" of the FACT Project to date. Though the FACT Project had been in operation for only eight months, many of the problems that had already been surpassed were still barriers to the progress of the two-year-old SBN program.

JUNE

The Urban League Annual Career Job Fair

The Job Fair was held on two successive days, one for non-professional and the other for professional positions. The FACT Network participant list was utilized extensively for recruitment and publicity: all employers were invited to participate and schools and community organizations were notified for client referral.

SUMMARY

Following a Four-Phase Action Plan, the FACT Project was initiated, a Network was established and strengthened, and other Project objectives based on the Network formed were addressed.

Under Phase I: FACT Initiation, an Advisory Committee structure, composed of twelve individuals representing community, state, business, education, private placement concerns, was established. The Committee provided community and professional advice and support, reviewed Project goals, objectives and activities, and recommended ideas and strategies to meet desired goals. The Advisory Committee existed for the duration of the contracted project during the 1981-82 funding year, and held three full Committee meetings with the Project Coordinator during the course of the Project. Also, many Advisory Committee members served as workshop facilitators for the Network meetings held in Phases II and III. Also as part of the Phase I, the New Haven Labor Market Area was inventoried, a mailing list of organizations to be included in the Network was compiled, and a "feeler flyer" introducing the Project was produced and mailed.

Under Phase II: FACT Contact, a mailing list was finalized with 175 organizations represented (approximately 50% of the original mailing list). The breakdown of organizations is as follows:

	# Organizations
Business/Industries	66
Private Training Schools	17
Private Employment Agencies	19
Community Organizations	27
State Resources	12
High Schools, Colleges, Voc./Tech Schools	18

A series of five workshops, each for representatives from different sectors (community organizations, high schools and colleges, state and regional resources, private training schools and placement agencies and employers) was arranged and conducted for those individuals who expressed interest in participating in the Project. The purpose of the workshops was to convey the goals and structure of the FACT Project to assess the needs of the individual groups and to allow for networking in a small group.

Under Phase III: FACT Solidification, a second meeting was conducted for all workshop participants. This meeting followed the following format: a large meeting with two speaker presentations, then breaking down into smaller workshops. The smaller workshops were composed of representatives from all the different sectors for exchange of ideas and networking across interest groups, and for an understanding of needs of the other groups in the Network.

At the two meetings, 67 different organizations were represented. This figure accounts for approximately 45% of the Network participants.

Also as part of Phase III, the FACT Network Directory was produced and distributed to Network participants and other interested individuals. Enclosed with the Directory was a recording sheet which would serve as a log of contacts made by participants in the Network, noting the date, name of contact person and organization, type of contact (i.e., phone, mail, meeting), purpose of contact (i.e., placement, referral, information) and results/comments. This data would eventually be gathered for evaluation and statistical purposes.

An initial evaluation was conducted following the large Network meeting in the form of a survey which was sent to Network participants. Approximately 75% of the evaluations were returned and were generally favorable.

Under Phase IV: FACT Evaluation and Extrapolation, other Project objectives using the Network as a foundation were explored. A third Networking Meeting/Luncheon with a speaker panel was planned but cancelled. Guidance counselors and placement officers were contacted and encouraged to extend the Network's usage to their students. Employers were contacted to utilize the Urban League's Job Bank Program. An initial newsletter began to be compiled. Private employment agencies were contacted to establish a referral process between agencies and school graduates. The final report was prepared for the State Department of Education describing Project activities and including recommendations for future planning and action without funding from the State. The action and progress of each Phase was dependent on the Phase(s) prior to it; this need for flexibility was accommodated for in the Project timetable and planning. On the whole, however, the FACT Project successfully met its time frame and its projected objectives. The FACT Network has served and will continue to benefit the New Haven Labor Market Area.

UNANTICIPATED PROBLEMS

A few difficulties were encountered during the FACT Project; however, they were not entirely unanticipated. Also, they did not hinder the Project's overall accomplishments and success.

First, the timetable needed to be adjusted to accommodate for lost time. Due to unavoidable delays, the Project did not officially commence until November, 1981, a month after the originally planned date of October, 1981. This needed to be taken into account during early scheduling and planning. In the end the Project still managed to achieve its major objectives within the condensed time frame.

Another problem was the general difficulty of communicating with a large number of individuals in an efficient, yet personalized manner. Initial recruitment was done with a large mailing of the "feeler flyers" and follow-up phone calls. In most instances, however, the phone calls were not "follow-up", per se, as many individuals had not received the introductory materials. Later communication with Network participants was done by mailings and phone calls. Visits were made when possible; however, they needed to be prioritized due to time limitations.

One problem which was encountered throughout the Project was competition by other area networks and organizations. Though this was often subtle, it was often apparent through evaluations, attitudes and negative feedback (expressed to the State and not the FACT Coordinator/Advisory Committee). "Lobbying" by the different organizations/networks seemed to confuse some of the employers, community organizations and educators/trainers. It was important during the Project to remain politically aware, to anticipate vested interests of many institutions, to be honest and neutral, and to remain flexible to the changing needs of the New Haven Labor Market Area.

Lastly, the general economic conditions in the New Haven Area have been bleak. Many employers have needed to lay off employees and discontinue training programs, and most public institutions have suffered staff cuts and resource tightening. For many this did not result in expansive attitudes, but cautious outlooks. Even though networking seems to be especially beneficial in these times, it has been difficult for organizations to make commitments to new ideas. The FACT Project needed to make extra efforts to "sell" the concept of collaboration.

GENERAL DISCUSSION

In approaching and evaluating the problems encountered in developing collaborative efforts, it is important to consider the concept of collaboration in general. As stated in a report compiled by the National Manpower Institute, April, 1980, "the concept of collaboration among various community, private and government sectors is a fairly recent phenomenon.....collaboration represents both a growing sophistication about the causes and cures of high rates of unemployment and a desire by administrators to make the most effective use of dollars."

The federal government has encouraged, especially in the past five years, more collaborative efforts through incentives, mandates and councils such as Private Industry Councils, Work-Education Councils. On the state level, funds have been allocated for collaborative councils as well; for example, in the state of Connecticut there is a Regional Council on Education for Employment and an Advisory Council on Vocational and Career Education.

With so many forms of collaboration on so many different levels, one needs to address which forms are most effective and then how they could be achieved. For example, is collaboration most effective on federal, state or local levels? What is the role of leadership? Does collaboration need to add another bureaucratic structure? Should collaboration be encouraged by appealing to individuals' and organizations' self-interests? The FACT Project and its resulting collaborative structure, the FACT Network, needed to be conceived and developed with all these issues in mind and within the framework of the many other collaborative councils in the area.

In essence the FACT Project itself is an example of a joint effort between the State (Department of Education) and local (Urban League) levels. The Project aimed to develop a network for the 14 towns and cities in the New Haven Labor Market Area and two adjacent towns. It was designed to create linkages between state providers (educational institutions and service agencies) and local organizations (businesses, human service agencies, training schools). Once established it was hoped that this localized network could serve as a model for other regions in the state.

The Urban League played a leadership role enough to establish the groundwork for the Network: establishing an Advisory Committee structure to assist with the decision-making process, recruiting the participants for the Network, beginning catalyzing efforts, referrals and networking between participants and establishing means for the mechanism to continue. The FACT Network was to be a self-organized, relatively autonomous, neutral, broad-based body whose participants shared interests and needs and shared responsibility for articulating these needs to others and for implementing plans to meet the needs. The Urban League realized that in the New Haven Labor Market Area a new service provider would probably only duplicate existing services or reduce the ability of the existing organizations to respond effectively to newly-seen needs. The FACT Network is of the facilitator/broker style, where individuals and organizations identify common problems and generate, using their own resources, collaborative attacks. As one of the 175 organizations represented in the Network, the Urban League is as permutable for forming collaborative relationships as any of the other 174.

The FACT Network was not established to be an additional bureaucratic structure which would duplicate efforts or intimidate or compete with other networks/councils. Its existence can be justified because it differs from others in the area in terms of organization and style. Rather than being composed of a small board of selected individuals representing organizations and entire sectors, the Network is composed of 175 organizations (from an original invitation list of approximately 350), who expressed interest in participating in the Project. Also the FACT Network has among its participants individuals from mid-management levels, not solely the high-powered individuals who generally compose industry-education-labor councils.

The FACT Network realized that collaborative groups should not be considered as collaborative if they are isolated from others in the community, or if they seek to undermine other's efforts. Linkages must be established with other networks and with other community institutions and organizations. The FACT Network has created bridges by overlapping membership among councils to assure coordination (i.e., with PIC, RCEE, CACVCE, CETA), by diversifying the numbers and types of organizations in the Network to assure networking across sectors, by developing joint projects between groups (i.e., FACT--Permanent Commission Joint Meeting; FACT-PIC, second printing of the Network Directory), and by gathering commitments from participating groups to improve the effectiveness of their involvement in cooperative activities.

In developing means for establishing and solidifying the Network, it was important to understand the factors which prompt individuals and organizations to become involved in a collaborative effort. Besides altruism, personal and institutional self-interests offer strong motivation. Each sector participating in the FACT Network has interests in working toward bettering employment in the New Haven Labor Market Area; however, each has specific needs of its own toward this end. Also there most likely would be hesitations, biases and specific considerations toward collaboration. For example, for educators, typical concerns might be teaching of basic skills, abiding by government mandates for special target populations, working with inadequate budgets for counseling and teaching, making use of vocational education facilities. Though collaboration might be useful to them, they may not participate because of overworked administrators/counselors, feelings of unappreciation by the business community, limited desire to expand relationships with employers, or avoidance of interference to the educational process by others. Employers, on the other hand, show needs for increasing productivity, guaranteeing a steady supply of qualified labor, improving career development, work habits, employability for youth, maintaining a good impression of the free enterprise system. Service and consumer-oriented industries understand the needs for community relations; however, other businesses may not want to be involved because of a lack of interest in community service, the attitude that they are too small to make a difference, or unfavorable economic conditions. Community agencies have interests such as providing better employment assistance, remedying shrinking budgets, meeting the needs of certain target populations. In many instances, however, community-based organizations hesitate to participate because of their desire to maintain a small community turf, concerns about over-extending executives and staff. Thus, each sector understandably had positive and negative expectations of what a network would accomplish.

The FACT Network tried to generate a spirit for networking and collaboration in many ways, i.e., by emphasizing how collaboration can serve individual, as well as group goals; by exploring common problems, goals and solutions; by fostering active communication; by stressing shared responsibility for action; and by demonstrating the Network's neutrality.

Though much emphasis in the Project was placed on "selling" the concept of collaboration, discussing common issues, and sustaining a collaborative spirit and enthusiasm, the Project Network also took on activities in many areas: fact-finding (i.e., inventory of existing services and resources); analysis and problem solving (assessment of school and college connections with training programs, career development); information networking (information, referral and brokering services for cooperative education, plant tours, employment opportunities, guest speakers); and demonstration projects/direct services (publication of directory, newsletter, organization of workshops and speaker services, job fair, placement services). The Network prioritized tasks which most effectively balanced short-term objectives and long-range goals. By not taking on more than it could successfully handle, the FACT Network gradually gained credibility in the community and elicited greater participation from the organizations involved.

When dealing with collaboration one needs to realize the difficulty of a quantitative assessment of success. Collaborative networks defy a statistical approach to evaluation, because they involve a process dependent mostly on the vagaries, inconsistency and unpredictability of human interaction. One general means of self-assessment that will be utilized here is the examination of five basic functions of a Network, as discussed in "Industry-Education-Labor Collaboration," (NIWL, 1981):

1. Internal organization and membership
2. How the network works with other agencies and organizations in the community.
3. The extent to which collaboration supports or carries out various education-work activities.
4. The immediate outcomes stemming from these activities.
5. The contribution of these immediate outcomes to more integrated and systematic education-work transitions for local citizens.

These self-assessment areas will be discussed below:

1. Participation in the FACT Network is balanced, broad-based and flexible. All sectors are represented, so there has been no cause for threat to other sectors. All participants have mutual responsibility for decisions and actions.

   Changes in membership/participation cannot really be assessed, since participation at meetings is not mandatory. All participating organizations willingly submitted information to the Network Directory, indicating awareness of the FACT Network. The Advisory Committee structure established has been active, and accommodations have been made for perpetuating and updating participation on this Committee.

2. The FACT Network operates in a brokering/consultant style, and offers technical assistance and referral services to requesting organizations. Additionally, the FACT Network has tried to promote a collaborative spirit by talking individually with organization contacts and suggesting ways in which the Network can be utilized to enhance their activities. The Network has also established a rapport with other networks in the area, such as the Greater New Haven Personnel Association, Private Industry Council, Association of Training and Employment Professionals, etc. Since the Network's inception, there has been a growth in the number and types of organizations that have become involved with the Network.
3. The FACT Network's activities are relevant to community needs, and its goals are flexible enough to respond to changing needs. This is attributable to the Network's diverse participation throughout the New Haven Labor Area, and to its base at the Urban League of Greater New Haven, which has a long-established community standing. The Network's goals have been within the bounds of available staff and financial resources.
4. The Network's activities (meetings, directory publication, brokering) have led to the desired outcome of fostering communication and collaborative efforts. Outcomes of many of the activities are not quantitatively measured. The FACT Network has received informal (and formal--letters of commendation) assessments from participants. (Appendix 31) Also, solicited responses (from the workshop evaluation) have shown to be generally favorable. On the whole, it is believed that the Network has served to break down barriers between institutions, to facilitate referrals, and to help organizations recognize that their own needs can be served with the assistance of others.
5. Since the early approval of the FACT Project by the State Department of Education, the Project has maintained its commitment to the long-term goal of improving employment opportunities in the New Haven Labor Market Area and its belief that fostering a collaborative spirit and communication is an important step toward achieving that goal. With a referral mechanism in place and contacts established, the Network can (in addition to the many smaller scale efforts occurring on a continuing basis between Network

participants) identify new activities to tackle as a whole.

In the Network's formative stages, and since its establishment, it has been difficult to assess, much less tabulate, the numbers and types of contacts formed between participating individuals and organizations, and even more difficult to calculate the number of clients served by Network participants. The FACT Network Directory Recording Sheets were one means of gathering such information, and perhaps when they are all returned, one may gain a better indication of how many referrals/ how many meetings/how many placements. A few that have been returned are included as Appendix 32. However, even using these two (out of 175) recording sheets as examples, it seems safe to extrapolate and conclude that the Network has been of assistance to individuals and organizations in the New Haven Labor Market Area.

The outline of recommendations in the next section offers suggestions for means of continuing the FACT Network on the foundation laid.

RECOMMENDATIONS FOR FUTURE PLANNING

The Urban League of Greater New Haven's Economic Development and Employment Division, under the direction of Surverne Miller, has included the continuation of the FACT Network in its plans for the 1982-83 year. The recommendations below are organized in an outline of feasible "next-steps", and have been divided into four sections: Structure/Mechanism, Action-Projects, Funding and Evaluation.

A. Structure/Mechanism
   1. Update Advisory Committee structure to ensure continued active participation and a solid nucleus for Network planning and decision-making. Select/elect new representatives on this Committee to replace those who no longer wish to participate. Elect chairperson/have rotating chair.
   2. Establish a definite meeting schedule for the upcoming year; possibly incorporate into this schedule a speaker series.
   3. Coordinate meeting schedule with other area networks.
   4. Consider: membership, recruitment, paid part-time staff.

B. Action-Projects
   1. Fact-finding
      a. continue to inventory education, career guidance, skill training opportunities
      b. perform needs assessment of different sectors
      c. compile employment forecast by employers
      d. survey high school, vocational school, community college graduates, and completers of training programs
   2. Analysis and problem-solving
      a. brainstorming at meetings, by sector
      b. brainstorming at meetings, across sectors
      c. brainstorming at meetings, by regions
   3. Information Networking
      a. continue to provide information, referral and brokering services
      b. update and reprint directory (PIC has allotted funds for second printing)
      c. publish a newsletter on a regular basis
      d. offer technical assistance for collaborative projects

      - e. offer technical assistance/training/consultation to other labor market regions that wish to establish a network
  - 4. Demonstration projects or direct services
      - a. formulate a more direct job placement program, possibly further expansion of Urban League Job Bank
      - b. serve as community resource clearinghouse
      - c. organize seminars on job-search skills for job-ready completers in cooperation with schools
      - d. establish a Speakers Bureau
- C. Funding Considerations
  - 1. Private foundation grants
  - 2. Government support (state and federal contracts)
  - 3. Industry donations
  - 4. Membership dues
  - 5. Conference fees
  - 6. Resource donation/sharing by participants (clerical staff time, computer time, office space, printing facilities, meeting facilities)
- D. Evaluation
  - 1. Collect Network Directory Recording Sheets
  - 2. Gather information on needs of individuals and organizations to utilize in planning an agenda for action
  - 3. Maintain open lines of communication between Network participants and Advisory Committee to keep the Network informed of its influence.

APPENDICES

1. Request for Proposal
2. Urban League Organizational Chart
3. FACT Coordinator Job Description
4. Urban League Board of Directors Roster of Members
5. Urban League Economic Development and Employment Committee
6. FACT Advisory Committee
7. FACT Timetable - Revised November 16, 1981; December 5, 1981; January 25, 1982
8. Literature Reviewed
9. Introducing Flyer
10. Advisory Committee Meeting Packet, December 9, 1981
11. Advisory Committee, December 9, 1981, Minutes
12. Advisory Committee, January 27, 1982, Minutes, List of Network Participants
13. Invitation for February Workshops and March Meeting
14. February 24-26, 1982, Workshops, Notes for Facilitators
15. February 24-26, 1982, Workshops, Agenda
16. February 24-26, 1982, Workshops, Participants
17. Directory Worksheet
18. Network Meeting, March 18, 1982, Agenda
19. Network Meeting, March 18, 1982, Notes for Facilitators
20. Evaluation Form
21. Directory Cover Letter
22. Updated List of Participants (in lieu of actual Directory)
23. Recording Sheet
24. Network Meeting, March 18, 1982, Participants
25. Commitments to Network (taken from March 18, 1982, Workshop)
26. Sample Evaluations
27. Advisory Committee Meeting, April 14, 1982, Agenda
28. Advisory Committee Meeting, April 14, 1982, Minutes
29. Invitation for June Meeting
30. Summaries of Interviews with Guidance/Career Counselors
31. Sample Letters of Commendation
32. Sample Recording Sheets

APPENDIX 1

Connecticut State Department of Education
Division of Vocational and Adult Education
Bureau of Vocational Program Planning and Development

REQUEST FOR PROPOSAL

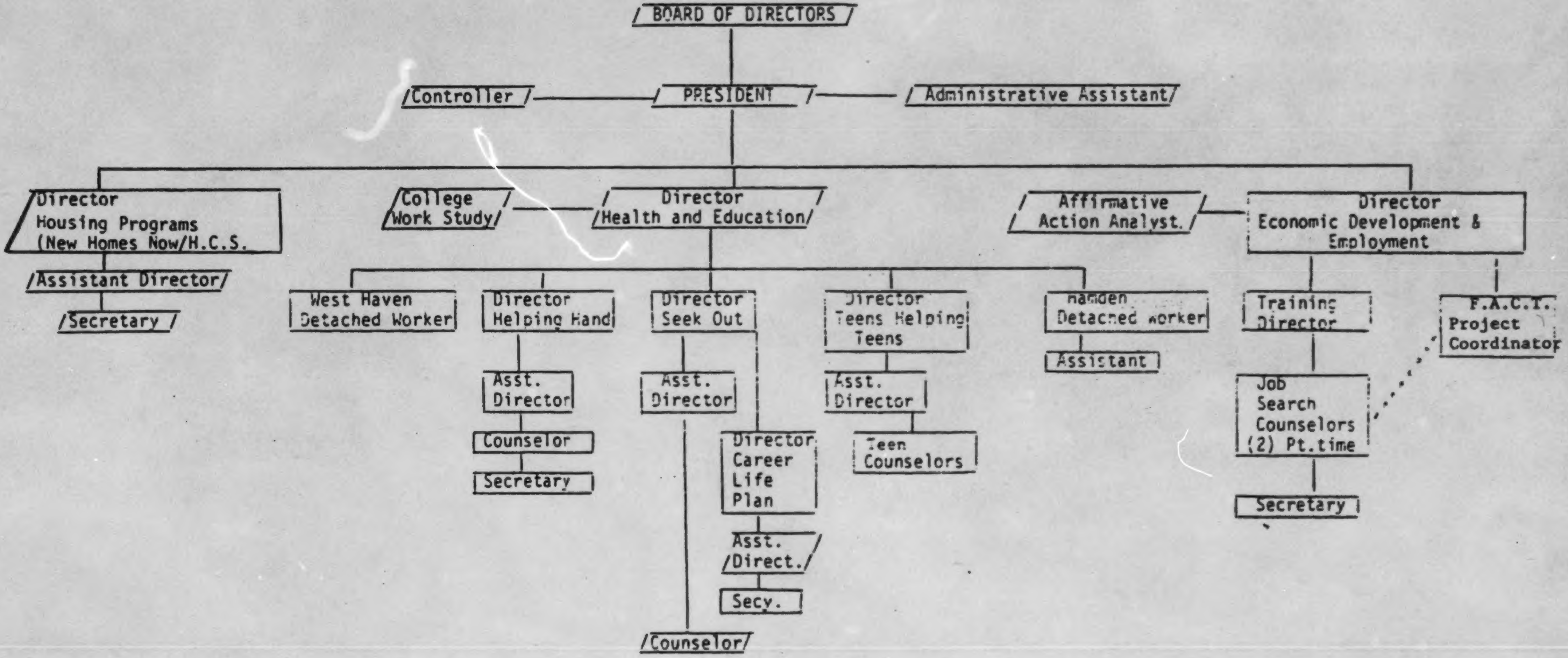
RFP PRIORITY CODE:	81-E-1
FUNDS AVAILABLE:	Up to $25,000
PROPOSAL SUBMISSION DEADLINE:	December 2, 1980
PROJECT DURATION:	July 1, 1981 - June 30, 1982
PRIORITY AREA:	To develop a job placement network which will strengthen collaboration and communication between the education and employment sectors in the state and provide a link between trained students and available jobs.
RATIONALE FOR ACTIVITY:	In order for vocational education to better serve the employment needs of the state it is necessary for employers and the vocational educators of the state to understand each others' needs and resources; to articulate common goals; and to coordinate services so that (1) employers are able to obtain the skilled personnel they need; and (2) vocational education graduates are able to find employment.
SUGGESTIONS AND MINIMUM REQUIREMENTS FOR PROPOSALS:	1. To identify and publicize existing guidance, counseling, placement and follow-up services offered by local educational agencies, by the community and technical colleges, by employment services officers, by community-based organizations, and by business and industry. 2. To recommend means of coordinating such services so as to provide supplemental services where there is a need, and to avoid duplication. 3. To plan for coordinated services and job placement activities which

include but are not limited to graduates of local high school vocational programs and vocational-technical schools, students trained in non-traditional vocational areas, and graduates of vocational programs in community and technical colleges.

4. Priority will be given to proposals which plan to coordinate the resources serving several towns.

APPENDIX 2

URBAN LEAGUE OF GREATER NEW HAVEN ORGANIZATIONAL CHART


BOARD OF DIRECTORS
Controller
PRESIDENT
Administrative Assistant
Director Housing Programs (New Homes Now/H.C.S.
Assistant Director
Secretary
College Work Study
Director Health and Education
West Haven Detached Worker
Director Helping Hand
Asst. Director
Counselor
Secretary
Director Seek Out
Asst. Director
Counselor
Director Career Life Plan
Asst. Direct.
Secy.
Director Teens Helping Teens
Asst. Director
Teen Counselors
Hamden Detached Worker
Assistant
Affirmative Action Analyst.
Director Economic Development & Employment
Training Director
Job Search Counselors (2) Pt.time
Secretary
F.A.C.T. Project Coordinator

APPENDIX 3

URBAN LEAGUE OF GREATER NEW HAVEN, INC.
E.D.E. PROGRAM

Title: F.A.C.T. Coordinator   **Reports To:** Director of Employment

Educational Requirements:

Minimum Associates Degree in one of the social sciences with emphasis in counseling and group activities. Bachelors Degree preferred.

Work Experience:

Three years minimum work experience in human services and experience in employment and education systems.

Demonstrated communications, organization and group skills. Highly professional skills in dealing with private and public community.

Duties and Responsibilities:

Develop a network of job finding agencies and supportive service agencies including child care in the New Haven labor market and create an avenue of communication between these groups that will identify services available and needs of the populations that are served in order to bring about change in meeting those needs.

The coordinator will be responsible for developing and coordinating meetings between job finding agencies educators, and training agencies.

Handling all communications concerning the project in the upmost professional and timely manner, i.e., monthly reports to funding source.

To design and produce a descriptive brochure of job finding agencies and services offered by local education agencies, community and technical colleges, employment service and business and industry for the general public at no cost to the client.

To disseminate the job finders' brochure to those groups invited to meet on the project, industry and business, public schools, and the Urban League board for use with persons in need of employment.

To involve the Chamber of Commerce of Greater New Haven in information gathering and publication of the job finders' brochure.

Duties and Responsibilities:

To evaluate the effectiveness of the job finders' network within the final four months of the program, with emphasis on the actual placements made and the increase above the placements in the first six months.

To circulate the first draft of year-end report in May and gain comment from trainer/educators and job providers, to include in final report to State Department of Education. (The Urban League will use results, internally, to plan specific employment and education programming for the 1983-84 school year).

To produce a final report which will describe the actual activities of the project, including the brochure produced along with any other materials produced as a result of project activity.

To establish a separate advisory committee structure.

Salary: Negotiable

APPENDIX 4

URBAN LEAGUE OF GREATER NEW HAVEN
BOARD OF DIRECTORS ROSTER
1982-1983

DR. CHARLES S. BROWN, CHAIRMAN
O YALE UNIVERSITY DIVINITY SCHOOL
409 PROSPECT ST.
NEW HAVEN 06510
436-4270/2494

R 787-2931

JACQUELINE JOHNSON, FIRST VICE CHAIR.
R 62 PEDDLERS DRIVE
BRANFORD 06405
481-4324

O STAFF MANAGER
GENERAL EMPLOYMENT
SNET
135 COLLEGE ST.
NEW HAVEN 06510
771-2844

DR. REGINALD MAYO, SECOND VICE CHAIR.
CHILD STUDY CENTER
333 CEDAR STREET
NEW HAVEN 06510
436-3765

R 90 WINDSOR ROAD
HAMDEN 06517
288-8683

MIRANDA SALKOFF, TREASURER
O WIGGIN & DANA
195 CHURCH ST.
NEW HAVEN 06510
789-1511

R 21 SPRING GARDEN ST.
HAMDEN 06517
248-7058

RUTH MUEHL, SECRETARY
R 27 AUTUMN STREET
NEW HAVEN 06510
777-3996

O ADULT BASIC EDUCATION
197 DIXWELL AVE.
NEW HAVEN 06511
787-6460

EARL F. VAUGHN, MEMBER AT LARGE
O MGR. CUSTOMER RELATIONS DIVISION
UNITED ILLUMINATING
80 TEMPLE ST.
NEW HAVEN 06510
787-7754

R 270 STEVENSON ROAD
NEW HAVEN 06515
397-0796

DR. THOMAS J. SULLIVAN, MEMBER AT LARGE
O PRESIDENT
GREATER NEW HAVEN STATE TECHNICAL COLL.
222 MAPLE AVE.
NORTH HAVEN 06473
789-7650

R 193 BOSTON POST ROAD BOX 287
GUILFORD 06437
453-6273

HARRIETTE BALAY
R 97 LIVINGSTON ST.
NEW HAVEN 06511
776-7393

THE REV. JOANNE WHITCOMB BERLIN
R 26 ACADEMY STREET
NEW HAVEN 06511
865-4430

ELEANOR M. BOYD (JEANNE)
R 89 PLEASANT DRIVE
HAMDEN 06514
248-7970

O INVENTORY CONTROL CLERK
BOARD OF EDUCATION
200 ORANGE ST.
NEW HAVEN 06510
787-8780

CENTRA HALL
O CLIFFORD W. BEERS GUIDANCE CLINIC
93 EDWARDS STREET
NEW HAVEN 06511
772-1270

ESTELLE HEIL
R 2756 WHITNEY AVENUE
HAMDEN, 06518
248-2287

BETSY HENLEY-COHN
O PRES., JOSEPH COHN & SON, INC.
975 DIXWELL AVE.
HAMDEN, 06514
772-2420

R 60 LINCOLN ST.
NEW HAVEN 06511

DOLORES E. HILL
R 6 LYNWOOD PLACE #7
NEW HAVEN 06511
776-9751

MAGNOLIA JACKSON
R 595 SHERMAN PARKWAY
NEW HAVEN 06511
562-5336

[illegible]ASPER J. JASER
O PRESIDENT
HOUSATONIC BANK AND TRUST
ANSONIA 06401
787-9694

ALVIN R. JOHNSON
R 47 UPPER STATE ST.
NORTH HAVEN 06473
239-4310

O DIRECTOR, E.E.O. & MANPOWER DEVELOPMENT
ACCO INDUSTRIES, INC.
101 OAK VIEW DR.
TRUMBULL 06611
371-5439

WILLIAM JONES
O DIRECTOR OF ORGANIZATION DEVELOPMENT
CITY OF NEW HAVEN
195 CHURCH ST. 8th FLOOR
787-8253

P.O. BOX 765
NEW HAVEN 06503
624-9384

JAMES E. KEYES, SR.
O BUSINESS REPRESENTATIVE
LOCAL #478-INTERNATIONAL UNION OF
OPERATING ENGINEERS
1965 DIXWELL AVE.
HAMDEN 06514
288-9261

R 293 WOODRUFF ROAD
MILFORD 06460
874-0731

ELLEN M. LAWSON
O VICE PRESIDENT
FIRST FEDERAL SAVINGS & LOAN ASSN.
80 ELM ST.
NEW HAVEN 06510
624-9871

ROBERT D. MOORE
O MGR. PERSONNEL ADMINISTRATION
TRAVELERS INSURANCE CO.
1952 WHITNEY AVE. P.O. BOX 2002
HAMDEN 06517 06536
281-2001

R 5 SPINNING MILL COURT
GUILFORD 06437

LISE ORE ORVILLE
R 127 EVERIT ST.
NEW HAVEN 06511
562-1516

O MC CABE CENTER SCHOOL
787-8758

BYRON D. PETERSON
O PERSONNEL MANAGER
WARNER LAMBERT CO.
10 WEBSTER RD.
MILFORD 06460
878-9351

R 141 PRINCETON DRIVE
SHELTON 06484
929-8759

SUSAN STOPA
O FRIENDLY ICE CREAM CORP.
RM. 108 VICTORIA TOWERS
410 E. MAIN ST.
MERIDEN 06450
238-2321

R 31 PRIMROSE DRIVE.
EAST HARTFORD 06118 569-7027

ALEXANDER N. CAPLAN
O PRES. STAR DISTRIBUTORS, INC.
P.O. BOX 1200
NEW HAVEN 06505
932-3636

R 225 ALSTON AVE.
NEW HAVEN 06515
387-7142

ALISON CHAPMAN
O DIRECTOR, SCHOOL VOLUNTEERS
21 WOOSTER PLACE
NEW HAVEN 06513
787-8446

R 204 EDWARDS ST.
NEW HAVEN 06511
865-5624

JOEL COGEN
O EXEC. DIRECTOR
CONN. CONFERENCE OF MUNICIPALITIES
956 CHAPEL ST.
NEW HAVEN 06510
772-2168

R 136 OLIVER RD.
NEW HAVEN 06515
397-2077

NELL COLE
R 925 FOREST ROAD
NEW HAVEN 06515
397-0548

O COORDINATOR
SPEECH & HEARING SERVICES
DEPT. OF PUPIL PERSONNEL AND SPECIAL EDUCATION, NEW HAVEN
737 EDGEWOOD AVE.
NEW HAVEN 06515
787-06515

ELOISE FAISON
O LIAISON OFFICER
BOARD OF EDUCATION
200 ORANGE ST.
NEW HAVEN 06511
787-8820

R 221 STARR ST.
NEW HAVEN CT 06511
865-1319

THE REV. ANDREW FIDDLER
O RECTOR, TRINITY PARISH HOUSE
956 CHAPEL ST.
NEW HAVEN 06510
624-3101

R 215 HIGHLAND ST.
NEW HAVEN 06511
865-1269

NORMAN FLEMING
O WIGGIN & DANA
195 CHURCH ST.
NEW HAVEN 06508
789-1511

R 31 QUARRY DOCK RD.
BRANFORD 06405
481-6499

DR. WESLEY T. FORBES
O EXECUTIVE DIRECTOR
MULTICULTURAL PSYCHO-EDUCATIONAL CLINIC
BOX 6129
HAMDEN 06517
787-0185

R 59 PACE DRIVE
CHESHIRE, 06410
272-0183

EARL W. FOSTER, JR.
O VICE PRESIDENT - PERSONNEL
COLONIAL BANK
43 LEAVENWORTH ST.
WATERBURY 06702
574-7208

R PARTRIDGE HILL, ESSEX 06426
767-1294

A. BARTLETT GIAMATTI
O PRES., YALE UNIVERSITY
105 WALL STREET
NEW HAVEN 06520
432-4180

ROBERT W. GILL
R 10 EVERGREEN PLACE
BRANFORD 06405
488-0829

O DEPUTY CHIEF OF POLICE
30 HARRISON AVENUE
BRANFORD 06405
481-4241

ALENE M. TATE
O DISTRICT MANAGER
SOCIAL SECURITY ADMINISTRATION
RM. 325 A FEDERAL BUILDING
150 COURT ST.
NEW HAVEN 06510
773-2736

R 500 CLINTONVILLE RD.
NORTH HAVEN 06473

MICHAEL TOWLES
R 26 MILLRIVER ST. APT. 3
NEW HAVEN 06511
789-2098

O POLICE/SCHOOL LIAISON OFFICER
NEW HAVEN POLICE DEPARTMENT
787-8420

G. HAROLD WELCH, JR.
O PRESIDENT
YALE NEW HAVEN MEDICAL CENTER, INC.
25 PARK ST.
NEW HAVEN 06519
785-2137

R 75 OLD FARM ROAD
HAMDEN 06517
281-3933

ILDRA SUE CARROLL (GUILD PRESIDENT)
R 110 SHELDON TERRACE
P.O. BOX 1461
NEW HAVEN 06506
865-8855

O QUALITY CONTROL
G & O MFG. CO.
INDUSTRIAL PARK
MIDDLETOWN AVE.
NEW HAVEN 06513
562-5121

APPENDIX 5

URBAN LEAGUE OF GREATER NEW HAVEN, INC.
ECONOMIC DEVELOPMENT & EMPLOYMENT ADVISORY COMMITTEE

CHAIRPERSONS

Ms. Jacqueline Johnson, Co-Chairperson
Personnel Administrator
Southern New England Telephone Co.
153 College Street
New Haven, CT 06510

Mr. Muhammen Abdullah, Co-Chairperson
311 Orange Street
New Haven, CT 06510

COMMITTEE MEMBERS

Ms. Jeanne Cobey, Sr. Vice-President
Personnel Department
First Federal Savings & Loan Assn.
20 Circular Avenue
Hamden, CT 06514

Ms. Nancie Hardy, Personnel Assistant
Allstate Insurance Company
70 Batterson Park Road
Farmington, CT 06032

Ms. Eleanor Harris, Personnel Officer
Connecticut Mental Health Center
34 Park Street
New Haven, CT 06511

Mr. William Kilpatrick, Vice President
First Bank
One Church Street
New Haven, CT 06502

Mr. Bruce King
Philip W. Genovese Assoc.
295 Treadwell
Hamden, CT 06514

Mr. Robert Moore, Personnel Manager
Travelers Insurance Company
1952 Whitney Avenue
Hamden, CT 06514

Mr. Byron Peterson, Personnel Director
Schick
Webster Road
Milford, CT 06460

Ms. Margaret Turner, Personnel Adm.
LFE/Fluids Control
100 Skiff Street
Hamden, CT 06517

Mr. Earl Pettway, E.E.O. Officer
Hartford Insurance Group
690 Asylum Avenue
Hartford, CT 06105

Mr. Vincent Romei, Vice President
L.G. DeFelice, Inc.
33 Bernhard Road
North Haven, CT 06473

Ms. Terri Smith, Assoc. Staff Mgr.
Minority Relations
Southern New England Telephone Co.
227 Church Street
New Haven, CT 06510

Ms. Susan Stopa, Employment Manager
Friendly Ice Cream Corporation
410 East Main Street, Victoria Towers
Meriden, CT 06450

Mr. Paul Stuhlman, Personnel Mgr.
Digital Equipment
300 Research Parkway
Meriden, CT 06450

Ms. Mary Troy, Personnel Officer
Colonial Bancorp
135 Church Street
New Haven, CT 06510

Mr. Edmond Ulozas, Corporate Personnel Rep.
Raymond Industries
215 Smith Street
Middletown, CT 06457

Ms. Virginia Wells, Personnel Rep.
Yale University - Personnel
155 Whitney Avenue
New Haven, CT 06520

Ms. Belinda Wright, Personnel Adm.
Sikorsky Aircraft
North Main Street
Stratford, CT 06497

Ms. Phyllis Zapalla, Personnel Director
Automation Industries
Shelter Rock Road
Danbury, CT 06810

APPENDIX 6

FACT ADVISORY COMMITTEE

Seporia Atlas
Department Chairperson - Guidance
Wilbur Cross High School
181 Mitchell Drive
New Haven, CT 06511
787-8739

Glenda Boyd, Community Liaison
29 Townsend Street
New Haven, CT 06511 1-566-5702

Thomas Gagliardi, Manager
Connecticut State Employment Service
634 Chapel Street
New Haven, CT 06510
789-7734

Vincent Gagliardi, Instructor
Vocational Education Department
Wilbur Cross High School
181 Mitchell Drive
New Haven, CT 06511
787-6480

Lewis Griffin, Personnel Administrator
Pratt and Whitney Aircraft
Aircraft Road
Southington, CT 06489
1-628-0991

Valerie Hayes, Affirmative Action Analyst
Economic Development & Employment Division
Urban League of Greater New Haven
1184 Chapel Street
New Haven, CT 06511
624-4168

Peter Leahy, Guidance Coordinator
Eli Whitney Regional Vocational Technical School
71 Jones Road
Hamden, CT 06514
397-4045

Bob Miles, Director of Career Development Center
South Central Community College
60 Sargent Drive
New Haven, CT 06511
789-7033

Joseph Schofield, Executive Director
Dixwell Community House
197 Dixwell Avenue
New Haven, CT 06511
772-2665

Susan Stopa, Employment Manager
Friendly Ice Cream Corporation
410 E. Main Street
Victoria Towers
Meriden, CT 06450
1-238-2321

Kathy Wimer
Business/Industry Liaison Specialist
Office of Policy & Management
State of Connecticut
c/o ACES
800 Dixwell Avenue
New Haven, CT 06511
562-9967

Peter Young, Executive Director
ACES
800 Dixwell Avenue
New Haven, CT 06511
562-9967

CONSULTANTS

State of Connecticut

Dr. Valerie Pichanick
Bureau of Vocational Program Planning and Development
Division of Vocational Education
1-566-3430

Urban League

Earl W. Fraser, Jr.
President

Surverne Miller
Director, Economic Development and Employment Division

Barbara Winters
Director, Health & Education Division

Linda Chin
FACT Project Coordinator

APPENDIX 7

F.A.C.T. TIMETABLE

(Revised: Nov. 16, 1981)

PHASE I

Nov. 9-20, 1981	Form Advisory Committee; compose mailing list of job finders, job trainers/educators, and private employers in the New Haven Labor Market Area.
December 9, 1981	Advisory Committee Meeting
December 11, 1981	Mail general information on project and questionnaire to mailing list.
December 21, 1981	Questionnaires returned.

PHASE II

December 17, 1981	Begin site visits to organizations on mailing list.
December 30, 1981	Quarterly report due.
January 11, 1982	Advisory Committee Meeting
January 27, 1982	Network Meeting 1.

PHASE III

January 29, 1982	Mail minutes of Network Meeting 1 and questionnaire to participants.
February 8, 1982	Questionnaires returned.
February 17, 1982	Advisory Committee Meeting.
March 2, 1982	Network Meeting 2.
March 4, 1982	Mail minutes of Network Meeting 2 and questionnaires to participants.
March 12, 1982	Questionnaires returned.
March 15, 1982	Mid-year report to State Department of Education.

March 29, 1982	Brochure to printers.
April 8, 1982	Brochures distributed.

PHASE IV

May 4, 1982	Advisory Committee Meeting.
June 3, 1982	Network Meeting 3.
June 9, 1982	Mail minutes and first draft of final report to network participants.
June 21, 1982	Comments on first draft of final report returned.
June 23, 1982	Advisory Committee Meeting.
June 30, 1982	Final report with comments to State Department of Education.

Revised December 5, 1981

F.A.C.T. TIMETABLE

PHASE I

December 9, 1981	First Advisory Committee Meeting (general)
December 16, 1981	General network mailing
	Begin individual contracts; site visits and phone calls.

PHASE II

January 6, 1982	Response to mailing returned
Week of January 11, 1982	Follow-up phone calls to mailing list
Week of January 18, 1982	Second Advisory Committee Meeting (plan Network Meeting #1)
February 3, 1982	First Network Meeting

PHASE III

Week of February 15, 1982	Third Advisory Committee Meeting (plan Network Meeting #2; brochure)
March 9, 1982	Second Network Meeting
March 26, 1982	Brochures distributed
April 1, 1982	Network participants begin recording procedure

PHASE IV

Week of April 5, 1982	Fourth Advisory Committee Meeting (plan Network Meeting #3; evaluation; future project objectives)
June 2, 1982	Third Network Meeting
Week of June 14, 1982	Distribute first draft of year-end report
June 21, 1982	Fifth Advisory Committee Meeting Final project evaluation (review year-end report draft)

Revised January 25, 1982

FACT TIMETABLE

JANUARY	
27	Advisory Committee Meeting: initial planning of network workshops and meeting
FEBRUARY	
1-12	Continue follow-up calls to contacts
15-19	Preparations for network workshops with small groups
22-26	Network workshops with small groups (job finders, employers, job educators/trainers)
MARCH	
1-19	Workshop follow-up Brochure production
week of March 15	Advisory Committee Meeting: brochure review; workshop evaluation; network meeting planning
week of March 22	Plan General Network Meeting Brochure printing
week of March 29	General network meeting Distribution of brochures
APRIL	
	Network participants begin recording procedure Plan Second General Network Meeting in May Begin planning other project objectives Advisory Committee Meeting: progress evaluation
MAY	
	General Network Meeting Action on Other Project Objectives
JUNE	
	Placement and referral recordings returned Advisory Committee Meeting: evaluation and future outlook Year-end report draft

APPENDIX 8

LITERATURE REVIEWED

The following publications were helpful to the FACT Project, for background information, planning and implementation:

--Connecticut Occupational Outlook, 1974 and 1984 (State of Labor Dept.)

--Educating for Employment (State Education Planning Committee)

--Vocational Career Guide for Connecticut, 1981 (Connecticut State Dept. of Education)

--1979-81 Vocational Education Improvement Projects (Connecticut State Department of Education)

--South Central Connecticut Economic Profile and Industrial Directory, 1978-1979 and 1980-1981 (New Haven Chamber of Commerce)

--Urban League's Labor Market Analysis (1979-1980)

--Women Helping Women (South Central Connecticut Chapter of NOW)

--New Haven Private Industry Council Business/Education Conference Project (September, 1981)

--Labor Market Information for Dixwell-Newhallville Neighborhoods (ACES, PIC, October, 1981)

--Directory of Employment and Training Services in New Haven Labor Market (New Haven Chamber of Commerce, September, 1981)

--"A Study to Determine the Need for Vocational Training in Hamden and New Haven Public Schools Based on an Assessment of the Economic Complex of the Region" (Hamden-New Haven Cooperative Education Center)

--My Turn: A Woman's Guide to Returning to School in the New Haven Area (Learner's Compass, 1981)

--Job Placement Services for Youth (National Manpower Institute, March 1978)

--Work and Service Experiences for Youth (National Manpower Institute, March 1978)

--Review of the Literature: Expended Private Sector Involvement (April, 1980) Youthwork, Inc.

--Industry - Education - Labor Collaboration: An Action Guide for Collaborative Councils (National Institute for Work and Learning, 1981)

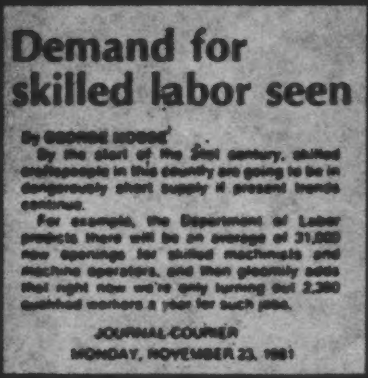
--CONSIDER/GIS: User's Guide for Connecticut Information Files (SOICC, 1981)

--Networking, by Mary Scott Welch (Harcourt Brace Jovanich, N.Y., 1980)

On employment in the New Haven Labor Market Area:

APPENDIX 9

...Some opinions and some facts...



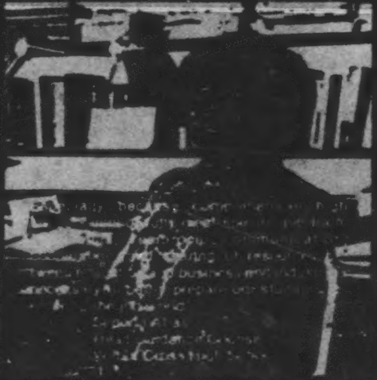
Demand for skilled labor seen

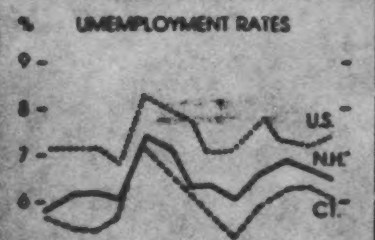
By GEORGE [illegible]

By the start of the 21st century, skilled craftspeople in this country are going to be in dangerously short supply if present trends continue.

For example, the Department of Labor projects there will be an average of 31,000 new openings for skilled machinists and machine operators, and then gloomily adds that right now we're only turning out 2,380 qualified workers a year for such jobs.

JOURNAL-COURIER
MONDAY, NOVEMBER 23, 1981





The Urban League has provided employment assistance to residents of the New Haven Area for over twenty years.

WHAT IS THE FACT PROJECT?

In its twenty years of service to the New Haven community, the Urban League has formed contacts with many education/training institutions, businesses, and industries, state agencies, employment agencies, and other community service organizations. These contacts have proven to be extremely helpful for referring clients, making job placements, and sharing resources, research and ideas. Our experience has led to the observation that the Greater New Haven area would benefit from a formalized and direct communication mechanism between the many existing organizations, without creating an additional bureaucratic structure.

The FACT Project, funded by the Connecticut State Department of Education, Division of Vocational Education, was created and undertaken by the Urban League of Greater New Haven in direct response to this need.

WHAT ARE THE GOALS OF THE FACT PROJECT?

Foremost is the coordination of an active communication network involving the many existing organizations that are interested in the current and future employment situation in the 14 towns and cities comprising the New Haven Labor Market Area (and including Milford and Cheshire). The FACT network will, through group network meetings, small group workshops, and by making use of a publication which will list participating organizations, with services offered and direct representatives to contact:

- provide linkages for placement of vocational program completers in jobs;
- facilitate research on the New Haven Labor Market;
- promote information exchange and an understanding of the needs and resources of the different organizations;
- strengthen collaborative efforts to reach common goals.

WHO WILL THE FACT NETWORK INCLUDE?

- Job educators / trainers, including comprehensive and vocational / technical high schools, community and technical colleges, and private training institutions.

- Job finders, including counseling and placement offices in the educational / training institutions, community-based organizations, state agencies and employment agencies.

- Employers, including major businesses and industries in the area.

- Job seekers, especially vocational program completers, who can utilize the network when it is established to assist them in locating a job.

Your organization's participation in the FACT network will allow for a direct opportunity to increase your contacts with other organizations in the area. We encourage you to be a part of this exciting new exchange mechanism.

Please complete the attached form and return by January 11, 1982.

Questions?

Contact:

Ms. Linda Chin
FACT Project Coordinator
Economic Development & Employment Division
Urban League of Greater New Haven
1184 Chapel Street
New Haven, CT 06511
(203) 624-4168

APPENDIX 10

FACT: FOSTERING ACTIVE COMMUNICATION TODAY

ADVISORY COMMITTEE MEETING

DECEMBER 9, 1981

4:00 PM

URBAN LEAGUE OF GREATER NEW HAVEN

A-G-E-N-D-A

I. Introductions

II. Purpose and Goals of Advisory Committee

III. Overview of FACT Project

- Request for Proposal
- New Haven Area as Model System
- Urban League's Function
- Objectives
- Composition of Network

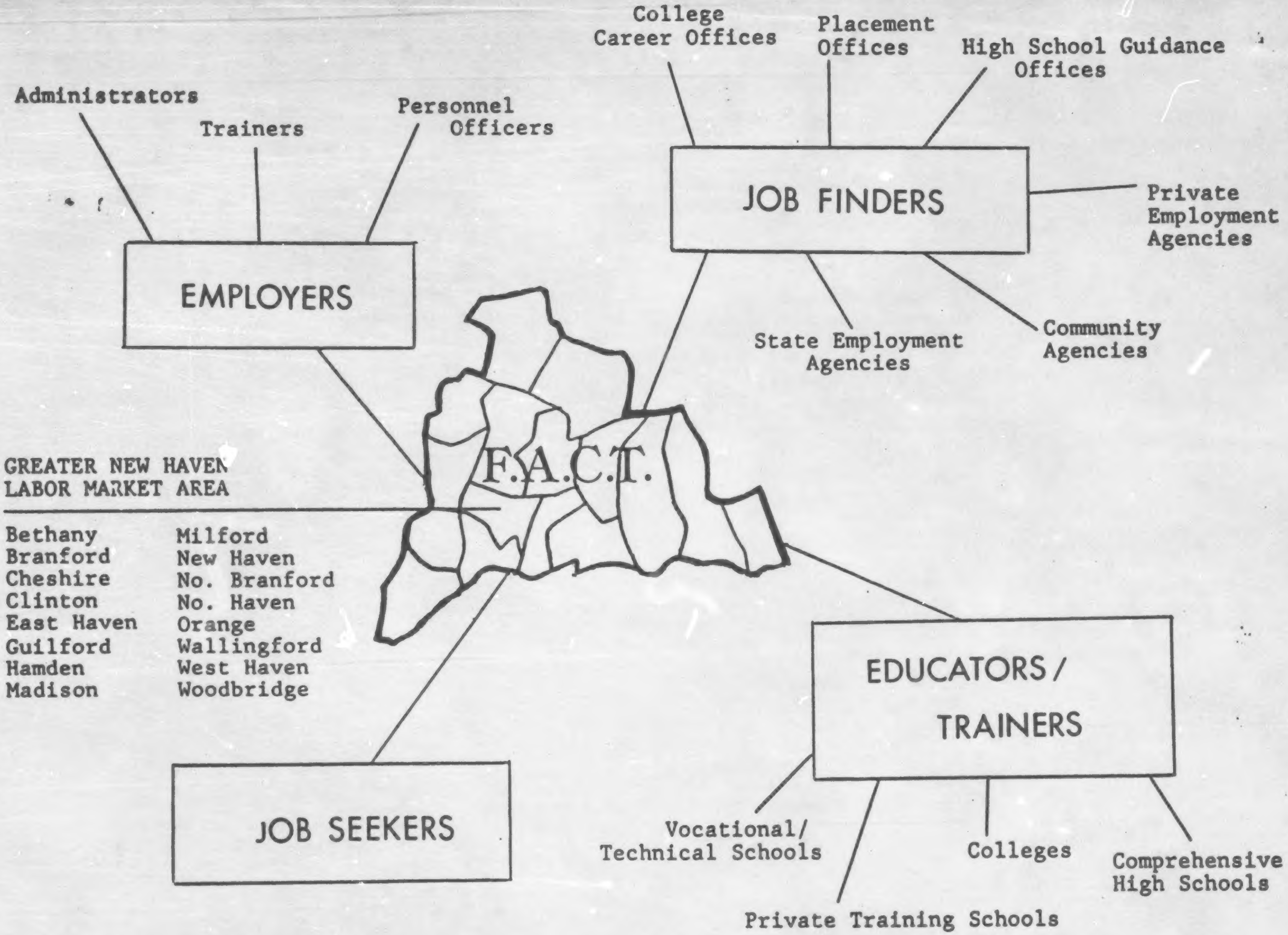
IV. FACT Project Procedures and Timetable

V. General Mailing

- Brochure Copy
- Network Mailing List

VI. General Discussion

- Working Procedures
- First Network Meeting Planning



EMPLOYERS

- Administrators
- Trainers
- Personnel Officers

JOB FINDERS

- College Career Offices
- Placement Offices
- High School Guidance Offices
- Private Employment Agencies
- Community Agencies
- State Employment Agencies

EDUCATORS / TRAINERS

- Vocational/ Technical Schools
- Private Training Schools
- Colleges
- Comprehensive High Schools

JOB SEEKERS

GREATER NEW HAVEN
LABOR MARKET AREA

Bethany
Branford
Cheshire
Clinton
East Haven
Guilford
Hamden
Madison
Milford
New Haven
No. Branford
No. Haven
Orange
Wallingford
West Haven
Woodbridge

PART B - PROJECT DESCRIPTION

14. Objectives: Describe the major objectives of this project.

The main objective of this project is to establish a network of job finders (state administered and community employment assistance agencies, high school guidance and college career offices), and job trainers/educators (vocational/technical high schools, private training institutions, community and private colleges, and industries with in-house training), in the New Haven Labor Market Area (including 14 towns and cities, and the adjacent towns of Milford and Cheshire), with an emphasis on the Greater New Haven Area. Fostering active communication between professionals representing these organizations would facilitate exchange of information about client population characteristics and needs, and the current and future job market situation, would aid in coordinating services and avoiding duplication of services, and would help in identifying and addressing unmet needs (including unserved groups, geographical areas and services lacking).

The formation of this network would be the basis for additional projected outcomes including: 1) The production of a brochure describing services offered by job finders, trainers/educators, and its dissemination to these organizations, prospective employers, and to the general public; 2) The development of regional approaches to job placement (such as central job placement services and a placement coordinator for area high schools); 3) The extrapolation of the network to include supportive service agencies such as day care; 4) The encouragement of industry-sponsored training programs; 5) The expansion and solidification of the network in future years, and continuing evaluation of its effectiveness; and 6) The coordination of forecasted job needs and employment trends with education and training curricula. Ideally, this network will serve as a forum for discussion, will promote constructive change and will serve as a model for future networks in other regions in the state.

15. Procedures: Describe the procedures utilized in implementing this Project.

PHASE I: FACT Initiation - Background Research, Preliminary Structure and Organization

1. Establish advisory committee structure including the following representatives:

   (1) person representing sex-equity concerns
   (1) person representing community interests
   (1) person representing the State Department of Education
   (1) person representing an ethnic minority group
   (1) person representing public high school guidance programs
   (1) person representing college career advisory programs
   (1) person representing private industry training programs
   (1) person representing regional vocational/technical high schools
   (1) person representing community service employment assistance agencies
   (1) person representing state government employment resources

   And a standing committee with representatives of the Urban League's Economic Development and Employment Division and Education Division.

   In this phase the Committee will begin to work as an active body--project proposal structure, objectives, and timetable will be reviewed; ideas and strategies discussed and strengthened; members will begin to convey pertinent project information to associates in their related areas.

2. Utilizing Urban League resources (Economic Development and Employment Division literature, private employer contacts), advisory committee suggestions, and information from the Greater New Haven Chamber of Commerce, identify job finders and job trainers/educators in the area defined by the Department of Labor Employment Security Division as the New Haven Labor Market Area, and including the towns of Milford and Cheshire. Emphasis will be placed on the Greater New Haven Area. Compile mailing list of organizations and potential representatives.

3. Formulate initial contacts through correspondence ("feeler letter" or brochure) describing general project information and highlighting objectives of network. Have organizations return short questionnaire enclosed with designated representative(s) who will be the direct contacts and general information about the organization (i.e., size, function, target populations, placement records).

PHASE II: FACT Contact - Establishment of Network

1. Follow-up first mailing with personal phone calls and visits to better assess goals and needs of individual organizations and their part in the general network.

2. Hold Advisory Committee meeting to discuss progress and future plans, especially format of introductory network meeting.

3. Conduct first in series of meetings/workshops with representatives from organizations and introduce network's short and long term objectives, begin to establish possible working procedures, begin to identify needs. Possible approaches include keynote speakers discussing specific aspects of the employment situation and their relation to the whole, and small group round-table meetings with job finders, trainers/educators, private industry representatives at each to promote additional discussion and pinpoint needs.

As in Phase II, Phases III and IV procedures and strategies depend greatly on the project's progress, and thus are not very specific at this time.

PHASE III: FACT Solidification - Development of Active Network

1. Follow up first meeting (and subsequent meetings) by sending minutes to participants and questionnaires elaborating on meeting discussion topics, describing proposed future meeting agenda and topics for future discussions, and allowing for general suggestions and feedback. Include in this questionnaire spaces allotted for suggested names and addresses of organizations (which may have been missed in the first mailing) to be contacted for future meetings. Eventually correspondence will be in a newsletter form.
2. Hold Advisory Committee Meeting.
3. Revise and expand mailing list. Make further personal site visits if necessary.
4. Conduct second meeting for network participants for future discussion and establishment of more definite working procedures. Distribute forms (for describing services) to be completed by each organization and returned for use in brochure/handbook. Discuss possible procedures for recording actual use of network contacts (which will be facilitated by brochure) for purposes of FACT evaluation.
5. Design and produce brochure. Distribute. Include suggestions on recording actual use of network (and sample forms) for qualitative and quantitative analysis of project's progress. Note: This will vary depending on the type of organization, and the recording procedure will be determined by the individual organization (i.e., if applicable, numbers of brochures distributed to general public and clients, changes in job placement numbers before and after networking and brochure use, potential/new in-house training programs, and/or sharing of resources among organizations)

PHASE IV: FACT - Evaluation and Extrapolation: Present and Future Implications

1. Hold Advisory Committee Meeting.

2. Conduct the third networkers meeting to discuss network's progress in previous three phases of program and future efforts. Gather preliminary statistics if possible.

3. Prepare first draft of year-end report, including activities of project and statistics. Distribute this report and questionnaire to gain comments from job trainers/educators and job finders for use in final report. Also gain comments from employers and job seekers through a questionnaire for use in final report.

4. Investigate other project objectives, such as expansion of network to include support services such as day care, discussions with private industry administrators to improve/initiate in-house training programs, and a regional high school placement coordinator.

5. Produce final report with comments, for the State Department of Education. Urban League will use results, internally, to plan specific employment and education programs for 1983-84 school year.

6. Hold final Advisory Committee Meeting, if applicable to project's progress, to discuss future of FACT, project results and success, and further short and long-term evaluation procedures.

APPENDIX 11

MEETING OF FACT ADVISORY COMMITTEE, WEDNESDAY, DECEMBER 9, 1981

The meeting was called to order at 4:15 PM, at the Urban League office, 1184 Chapel Street, New Haven.

Present were Peter Leahy, Valerie Pichanick, Kathy Wimer, Glenda Boyd, Seporia Atlas, Bob Miles, Joseph Schofield, Valerie Hayes, Surverne Miller, Barbara Winters and Linda Chin, who is the Coordinator of the program. Introductions were made.

Participants were presented with a packet of materials, which included a project description, objectives, chart of participating sectors, timetable and mailing list. Linda Chin discussed the purpose of the Advisory Committee: that it will provide proper support and guidance to the Project, utilizing the Committee members' professional expertise. The Committee will form the nucleus of a community network, which will be formed and which will be made up of job finders, employers and job trainers in the New Haven Labor Market area (including Milford and Cheshire), as defined by the Department of Labor. F.A.C.T. staff hope to make this a model project for eventual use by other regions in the state. Linda described the Urban League programs and its history of employment programming. Education and housing divisions with the employment division represent a broad spectrum of services to meet client needs in the Greater New Haven Area.

Linda asked for suggestions, criticisms and ideas from the Advisory Committee. It was pointed out by Dr. Pichanick that the focus of F.A.C.T. is narrowed to address the needs of industry for people with particular skills and stresses vocational education programs; it is not designed to serve just anyone needing a job.

One of the outcomes of networking of job finders, employers and job trainers will include printing a brochure for use by the network participants. The objective of the Project itself is to form the network with the ultimate result of job placements, thus assisting job finders, job trainers, employers and job seekers.

The network meetings were discussed. An initial meeting is planned in January. Flyers, describing the Project, will be sent to contacts on the mailing list. Follow-up will be done and the total list will be reduced to active participants. Businesses contacted will be those employing more than 100 people. If the number of network participants appears too large, the initial meetings will be broken down into several meetings. The network meetings will determine how we can facilitate planning to meet employment needs in the area, once these needs are identified.

The Committee agreed that employment problems arise from lack of skills, poor performance in basic math and English on the part of job seekers, and that anyone with technical training can probably find a job. The first network meeting will be planned around what employers in this area need. It was also pointed out that it is necessary to identify employers who are willing to take on vocational trainees who come from

CETA programs, for example. Linda pointed out that this is the purpose of F.A.C.T., to provide a network for vocational educators, employers and other networkers to identify resources.

It was also agreed that business and industry must provide information on what they are looking for, what jobs are available, and what skills and training are needed by people applying for these jobs.

Surverne Miller of the Urban League Employment Division mentioned the competitiveness of various CETA programs regarding placement of participants, as each individual program has its quota to meet in placement. It will be important to identify CETA programs.

The brochure will facilitate networking by including names of people, phone numbers, addresses of existing types of services and model programs. This will be available to network participants and will be extended to job seekers through job finding agencies. Although such groups as the Regional Council are working in similar areas, the F.A.C.T. network will be more comprehensive, including job finders such as the Urban League and other services, college placement people and private employment agencies. These are essential to the network, as they see both sides of employment needs: employers' needs and the skills needed, as well as job seekers and what they have or do not have to offer. The brochure might explain how to set up a training program to meet employment needs. If an employer would like an employee to get additional training in high school or community colleges and vocational schools, let them know this service can be provided.

Kathy Wimer and Earl Fraser serve on the Regional Council and will keep us in close touch with its work.

Discussion then concerned what is expected to come out of the network meeting. It was agreed that it would be good for networkers to break up into workshops on common issues, breaking up into interest areas, perhaps eventually by region and towns for sharing facilities within a region.

The meeting was adjourned at 5:20 PM.

APPENDIX 12

FACT: Fostering Active Communication Today

Advisory Committee Meeting

January 27, 1982

3:00 P.M.

Urban League of Greater New Haven

A-G-E-N-D-A

I. Introductions

II. Summary of December 9th Meeting;
Review of Agenda for Today's Meeting

III. Synopsis of Related Events in
the New Haven Labor Market Area

IV. Overview of Project Progress

V. Distribution of Revised Timetable

VI. Distribution of List of Network Participants
to Date

VII. Initial Planning for Network Meeting:
Structure; Agenda; Speakers; Objectives

MEETING OF FACT ADVISORY COMMITTEE, WEDNESDAY, JANUARY 27, 1982

The meeting was called to order at 3:30 PM, at the Urban League offices, 1184 Chapel Street, New Haven.

Present were Valerie Pichanick, Bob Miles, Joseph Schofield, Kathy Wimer, Valerie Hayes, Seporia Atlas, Thomas Gagliardi, Susan Stopa and Linda Chin.

The main findings of the last meeting on December 9th were summarized by Linda Chin. These included identification of the major needs of the region; identification of the needs of groups within the region (by interest group or by individual towns and cities); identification of the vocational education completers who need placement and where they can best be reached; identification of programs (i.e., training programs, business/education exchange programs, etc.) that can serve as models; identification of most effective networking procedures.

The agenda for the meeting was to be followed as outlined, except that the list of network participants to date would be distributed before the revised timetable.

Linda then gave a synopsis of four recent issues and events that are pertinent to the FACT networking project. First, the Connecticut Business and Industry Association recently published a study entitled, "High Technology Industries and Future Jobs in Connecticut". This was also the theme of their third Annual Conference last week, which encouraged the collaboration of industries and businesses and educational institutions. This meeting reaffirms the need for fostering and maintaining a communication mechanism for the future growth of Connecticut.

Also discussed was the reallocation or redistribution of CETA funding and training responsibility from the federal government to the state level. This directly affects us because the State will need to rely on major businesses and industries in the area to serve as training resources even more so than in the past. When these changes come into effect, the same major industries and businesses will be approached by different organizations on the state, city and community level.

Another important development is the merging of the Downtown Council and the Chamber of Commerce of New Haven. This action has caused much controversy, because it centralizes much of the power and revitalization efforts to New Haven at the possible neglect and expense of surrounding smaller towns. This is relevant because FACT is to be a regional network for the New Haven Labor Market Area, and not just New Haven proper.

Lastly, a new exchange program, hailed as "first of its kind", was established between TRW Geometric Tool and Hamden High School. This program is unique because it not only brings students to the worksite for training, but it gives employees an opportunity to receive up-to-date training by a school professional. This program developed as a result of the conference at Yale University in September 1981, and is surely an example of what the FACT network can promote as well

Linda described her activities as Coordinator of the FACT Project since the last meeting. The brochure was designed, produced and distributed to all the organizations on the general mailing list (distributed to the Advisory Committee at the December 9th meeting). Response has been positive, as demonstrated by the diverse list of interested participants. Follow-up calls to organizations that have not responded have been started. It was found that many people did not receive the flyers; the flyer was often passed on within an organization; people often need approval by the supervisors before committing themselves; the flyer got lost in paperwork, etc. Follow-up calls have proven to be especially worthwhile, because they allow for the opportunity to individually and personally identify needs and concerns.

The list distributed was organized by towns and cities, only as a means of initial classification. An analysis of the list of total participants cannot really be made as of yet because it is not complete, and because follow-up calls were first made to educators, community-based organizations, then private training institutions. Calls to employers (which comprise the largest group on the mailing list) have been started just recently. All the high schools in the area are represented. It was noted on a general level that there seems to be more cooperation and willingness to participate from the non-profit organizations than from the private sector.

Bob Miles suggested that vocational counseling organizations (which have increased in number over the past years) be represented in the network or at least their services be made known and listed in the brochure/directory.

Thomas Gagliardi discussed some aspects of the Connecticut State Employment Service which are relevant to the FACT Project, such as the diversity of the job seekers in experience and education, the types of jobs that come through the Job Service, and a new workshop they are conducting. The workshop is basically on how to find a job, how to write a resume, how to dress for an interview, how to deal with some feelings or problems that may arise while looking for a job. Groups are arranged when enough people are interested, and there is an effort to organize them by type of worker (i.e., blue collar, technical, clerical, etc.), in order to keep interests within a group as common as possible. Information about programs and workshops will be included in the brochure.

The Committee then discussed the timetable, reviewed the Project's goals, and brainstormed on the most effective networking procedures. Issues which arose and were discussed included whether the type of employers the FACT network should focus on should be the major industries and businesses or local employers; whether there should be a large network meeting/smaller workshops first or a combination of both; what would be the purposes of each meeting/workshop; if the dates of the meetings and brochure publication could be expedited and if it would be most effective to do so; if network participants would prefer monthly meetings on a certain day every month; if the network and the Project can really be evaluated as "successful" in the time frame of the Project (ending June 30); whether the only/main goal of the network is placement and exact placement numbers; how to appeal to each group's needs and concerns, especially employers.

The importance of developing and maintaining communication and relationships was emphasized. This could be initiated at the small workshops and reinforced at the larger meeting. The workshops can be considered the first step toward building a network. Small group sessions would be held for employers, finders, educators, etc.) and would be used to identify common issues, establish relationships, discuss programs. Sharing and evaluating as a group process would be important. Each group would be introduced to the FACT network and to what networking in general can do for them.

For example, job-finder participants could be asked what they would discuss if given the opportunity to meet employers. This would lead directly to the larger meeting a few weeks later, where there will be the opportunity for discussion, both informally (over coffee) and at round-table sessions with representatives of varying concerns at each table. It was agreed that in order for active networking to take place, in the form of projects, joint efforts, referrals and placements, the relationships must be built first. Though numbers of actual placements will be monitored in the last few months of the Project, these quantitative results cannot be the only measure of the Project's success.

Exact dates, times and places for the workshops and meetings will be established and notification will be sent to people who have already shown interest in participation. Follow-up calls will be continued.

The meeting was adjourned at 5:00 PM.

LC/cef

Telephone: (203) 624-4168

Urban League of Greater New Haven, Inc.

1184 Chapel Street
New Haven, Connecticut 06511

FACT NETWORK PARTICIPANTS

As of January 26, 1982

BETHANY

BRANFORD
Branford Hall School of Business
Branford High School

CHESHIRE
Cheshire High School

CLINTON
Morgan High School

EAST HAVEN
East Haven Human Services Adm.
East Haven High School

GUILFORD
Guilford High School
Shoreline Assoc. for Retarded & Handicapped

HAMDEN
Eli Whitney Regional Vocational Technical School
First Federal Savings and Loan
Philip W. Genovese & Associates
Hamden Youth Services Bureau
Hamden Public Schools
Hamden-NH Cooperative Education Center
LFE/Fluids Control
Quinnipiac College

MADISON
Daniel Hand High School

MILFORD
Equitable Life Assurance Society
Milford Human Resources Development Agency
Milford Youth Services
Milford High School
Schick-Warner Lambert
Jonathan Law High School
Joseph Foran High School

Contributions to the Urban League of Greater New Haven are tax deductible

NEW HAVEN

Area Cooperative Educational Services
Albertus Magnus College
The Academy for Business Careers
Barbizon School of Modeling
Bnai Brith Career Counseling Service
Connecticut Sttae Employment Service
CETA
Conrail
CT Dept of Human Resources
Community Action Agency
Dixwell Q House
Dixwell Opposes Alcoholism
Diversified Employment Services, Inc.
Easter Seal Society of Connecticut
First Bank
Fugazy International Travel School
Fair Haven Neighborhood Corp.
Fair Haven Parents' Ministry
The Armstrong Rubber Company
CBC Construction Company
Haircutting Institute
High School in the Community
Hillhouse High School
United Illuminating
JUNTA for Progressive Action
Lee high School
Modern School of Hairdressing and Cosmetology
NewAir Flight Inc.
New Haven Employment and Training Administration
New Haven CETA Skill Center
New Haven YWCA
Newhallville Neighborhood Corp
PIC
Southern New England Telephone Company
Respond Inc.
Regional Council on Education for Employment
South Central Community College
State Council on Education for Employment
St. Raphael School or Medical Radiologic Technology
Stone School
Sage Advocate Employment Service
Travelers Insurance Company
TRW Geometric Tool
Union Trust Co.
US Air Force Recruiting Center
US Probation Office, NH
Urban League of Greater NH
US Navy Information Team
Wardace
Wilbur Cross High School
Womens' Employment Resource Center
Yale University

NORTH BRANFORD
North Branford High School

NORTH HAVEN
CT Blue Cross/Blue Shield
Cablewave Systems
Greater New Haven State Technical College
Gal-Mar Academy of Hairdressing
Mildin Institute
North Haven High School
North Haven Community Services

ORANGE
Darland-Wells Association Inc.
Orange Youth Services

WALLINGFORD
Dataproducts New England
Junior Achievement of South Central CT
Lyman Hall High School/Adult HS
Wallingford Youth Services Bureau

WEST HAVEN
Technical Careers Institute
West Haven Youth Services
West Haven High School

WOODBRIDGE
Amity Regional High School

OTHER TOWNS AND CITIES
Allstate Insurance Company, Farmington
Colonial Bancorp, Waterbury
CT Advisory Council of Vocational and Career Education, Hartford
Education and Employment Information Center Hotline, Hartford
Friendly Ice Cream Corp, Meriden
Pratt & Whitney Aircraft, Southington
Permanent Commission on Status for Women, Hartford
Sikorsky Aircraft, Stratford

APPENDIX 13

you are invited to participate in a series of WORKSHOPS for fostering active communication today*

Ms. Linda Chin, FACT
c/o Urban League of Greater New Haven
1184 Chapel Street
New Haven, Ct. 06511

Feb. 2 1982

March 18 1982

Thank you for your interest in participating in the Urban League of Greater New Haven's FACT Networking Project. It is your cooperation, along with that of other job educators and trainers, employers, and job finding agencies that will help create a successful exchange mechanism for the New Haven Labor Market Area.

Two meetings are scheduled for building the network. There is no fee and refreshments will be available. We encourage you to attend both meetings or to send a representative.

Please detach the form below and return it at your earliest convenience, or call 624-4168.

Looking forward to meeting you.

Linda Chin
FACT Project Coordinator
Economic Development and Employment Division
Urban League of Greater New Haven

*F.A.C.T.

NETWORK WORKSHOPS

for fostering active communication today*

First, an opportunity to meet with others in your field to discuss common needs and concerns:

TIME: ____________________

PLACE: Community Services Bldg.
One State Street
New Haven, Connecticut

Room B

Feb. 2 1982

Then, a chance to meet with all other network participants:

TIME: 2:00 - 5:00 P.M.

PLACE: Wm. L. Harkness Hall
College and Wall Streets
Yale University
New Haven, Connecticut

Room 201

March 18 1982

( ) I will be attending the first workshop in February.
( ) I will be attending the second meeting in March.
( ) I will be attending both meetings.
( ) I will not be attending either meeting.

Name: ____________________

Organization: ____________________

Phone: ____________________

Please detach and return

Telephone: (203) 624-4168

Urban League of Greater New Haven, Inc.

1184 Chapel Street
New Haven, Connecticut 06511

FACT NETWORK WORKSHOPS - February 24-26, 1982

Notes for Workshop Facilitators

I. Registration

(15 minutes)
Participants will sign-in, pick up registration packets. Packets will include: note paper, name card, original FACT flyer, list of participating organizations, brochure worksheet. Self-help refreshments will be available. Participants will take places around table.

II. Introductions

(5 minutes)
Participants will write names on fold-over place cards; Introductions around table, starting with workshop facilitator.

Role Play
(20 minutes)
Facilitator designates participants to represent certain interest groups (i.e. school administrator, job-finding counselor, personnel manager, high school guidance counselor, job seeker) to generate perceptions of needs and/or problems of each group, with regard to placement, training, job market, recruitment, etc. Welcome comments from rest of group.
Show need for communication and collaboration.

III. Introduction to FACT Program

(20 minutes)
Facilitator should discuss (drawing examples from experience or general observations) why contacts are useful; why collaboration is important; original flyer (towns included, groups included, Advisory Committee); project duration and Voc. Ed. funding; brochure publication; list of participating organizations.

IV. Discussion of Needs as Group

(20 minutes)
Identify pressing needs and concerns of group
(i.e. employers - recruitment methods, need for training, increasing layoffs;
placement - recruitment of students/clients, placement in jobs;
guidance & career counselors - job fairs, on-site recruiting, coop work experience, curriculum changes, preparing students for work;
job finding agencies (cbos) - budget cuts; competition with profit-making agencies; publicity; non-duplication of services within area;
educ. & training professionals - curriculum changes to meet needs; state and city budget reallocations; relationship bldg)

Telephone: (203) 624-4168

Urban League of Greater New Haven, Inc.

1184 Chapel Street
New Haven, Connecticut 06511

A blackboard/newsprint pad can be useful for this.

V. Sharing of Programs and Collaborative Efforts in Progress:
(20 minutes)
Generate discussion by participants on present programs and efforts; ask group participants what they will do with brochure when published, what they will do when given direct opportunity to meet with representatives of other groups at large meeting.

VI. Brochure Worksheet
(5 minutes)
Ask participants to fill out and return as soon as possible. We are trying to produce brochure by the March 18 meeting.

VII. Questions and Answers
Free Thoughts
(20 minutes)

APPENDIX 15

Telephone: (203) 624-4168

Urban League of Greater New Haven, Inc.

1184 Chapel Street
New Haven, Connecticut 06511

President
Earl W. Fraser, Jr.

BOARD OF DIRECTORS

Chairman
The Rev. Dr. Charles S. Brown

First Vice Chairperson
Jacqueline Johnson

Second Vice Chairperson
Dr. Reginald Mayo

Treasurer
Jasper J. Jaser

Secretary
Ruth Muehl

Members at Large to Executive Committee
Earl F. Vaughn
Thomas J. Sullivan

Harriette Balay
Kenneth Barboza
Eleanor Boyd
Alexander N. Caplan
Joel Cogen
Nell Cole
The Rev. Andrew Fiddler
Dr. Irma E. Garcia
Dr. A. Bartlett Giamatti
Samuel L. (Skip) Giles
Robert W. Gill
Estelle Heil
Betsy Henley-Cohn
Dolores E. Hill
Theodore F. Hogan
Lewis Jackson
Magnolia Jackson
Alvin R. Johnson
William Jones
James E. Keyes, Sr.
Ellen M. Lawson
Joseph I. Lieberman
Arnold R. Mantilia, Sr.
William J. Massie, M.D.
Doris Morrison
Miranda Salkoff
Michael Towles
G. Harold Welch, Jr.
Robert J. Wyman
Ildra Sue Carroll

FACT: FOSTERING ACTIVE COMMUNICATION TODAY

NETWORK WORKSHOPS

Community Services Building
One State Street

February 24 - 26, 1982

-A-G-E-N-D-A-

I. Registration

II. Introductions

III. Description of FACT Program

IV. Discussion of Needs of Group

V. Sharing of Programs and Collaborative Efforts in Progress

VI. Brochure Information Worksheet

VII. Questions/Answers

Contributions to the Urban League of Greater New Haven are tax deductible

- APPENDIX 16 -

FACT WORKSHOP PARTICIPANTS

COMMUNITY ORGANIZATIONS - February 24, 2:30 - 4:30 PM

Facilitator - Joseph Schofield, Dixwell Q. House

Betty C. Barriga - RESPOND, Inc., 81 Olive Street, New Haven
Edith Hallo, Albertus Magnus College, 700 Prospect Street, Life Career Dev. Center, New Haven
Lucille Shukovsky - Hamden Youth Services Bureau
Mary Peach Keyes - East Haven Youth Services
Barbra Apfelbaum - WERC
Surverne Miller - Urban League
Bob Forsberg - Wider City Parish
Maria McBride
Paul Parente - ESGI Rehab. Center
Natalie Radding - Sage Advocate Employment Service

PRIVATE AGENCIES AND INSTITUTIONS - February 25, 1:00 - 3:00 PM

Facilitator - Valerie Hayes, Urban League

Linda Wells - Darland-Wells Assoc.
William M. Tuach - Corporate Management Group, Inc.
Abigail Moody - Hospital of St. Raphael, School of Rad. Tech.
Gene Hanley - U.S. Navy
Peter J. Curley - Stone School
Bill DeRosa - Diversified Employment
Joan Castell - Gilbert Lane
Elvin Russell - Education Specialist - U.S. Navy
Jay I. Black - Conn. Institute of Technology
Kevin Kelleher - John Keogh Associates

GUIDANCE & CAREER COUNSELORS - February 25, 3:00 - 5:00 PM

Facilitator - Seporia Atlas, Cross H.S., Head Counselor

Miss Yota Bouzoucos, W.C.H.S. Career Ed. & Job Placement Counselor
William B. Davis, Hillhouse H.S. Career Ed. & Job Placement Counselor
M.W. Inman, Hillhouse, Head Counselor
Larry Casey, Cross H.S., Counselor
Robert Miles, South Central Community College, Career Counselor/Placement Dir.
Charlotte Hylton, High School in the Community Career Coordinator

EMPLOYERS - February 26, 1:00 - 3:00 PM

Facilitators - Susan Stopa - Friendly Ice Cream
Valerie Hayes - Urban League

R.G. Gagliettino - Enthone, Inc.
Marilyn Shields - Yale University, Medical School
Eleanor Harris - Conn. Mental Health Center

continued

Donna Radwill - Union Trust Company
Bruce King - Genovese & Associates, Inc.
Herb Sheppard - Positions, Inc. (private personnel agency)
Lewis Griffin - P.W.A.
Dick Whalen - U.S. Repeating Arms

EDUCATION & TRAINING PROFESSIONALS - February 26, 3:00 - 5:00 PM

Facilitator - Linda Chin, Urban League

Susan B. Gelinas - Albertus Magnus College
Judith M. Baldwin - RCEE
Maria E. Thompsen - Skill Center (CETA)
Gloria Small - CETA
Warren A. Kimba - New Hampshire College
Nick Neeley - New Haven City Welfare
Glenda Boyd - PCSW

APPENDIX 17

Telephone: (203) 624-4168

Urban League of Greater New Haven, Inc.

1184 Chapel Street
New Haven, Connecticut 06511

FACT: FOSTERING ACTIVE COMMUNICATION TODAY
BROCHURE INFORMATION WORKSHEET

ORGANIZATION:

ADDRESS:

PHONE NUMBER:

NAME OF CONTACT:

TITLE:

BRIEF DESCRIPTION OF PROGRAMS/SERVICES: (include, if applicable: eligibility/admissions requirements; towns and cities serviced; fees; types of services; special programs/events (i.e. job bank; career day; open-house; school/campus recruiting; on-the-job training; coop work exp.)

(continue on reverse, if necessary)

PLEASE ENCLOSE COPY OF ORGANIZATION LOGO (LETTERHEAD/ENVELOPE) AND RETURN AS SOON AS POSSIBLE TO: Linda Chin, FACT, Urban League of Greater NH, 1184 Chapel Street,
New Haven, Connecticut 06511

Contributions to the Urban League of Greater New Haven are tax deductible

Telephone: (203) 624-4168

APPENDIX 18

Urban League of Greater New Haven, Inc.
1184 Chapel Street
New Haven, Connecticut 06511

FACT: Fostering Active Communication Today
Network Meeting
March 18, 1982
2:00 PM
Wm. L. Harkness Hall, Room 201
Yale University

A-G-E-N-D-A

I.	Registration	
II.	Welcome and Introduction	Linda Chin FACT Project Coordinator
III.	On Networking	Surverne Miller Director, Economic Development and Employment, Urban League of Greater New Haven
IV.	Networking Women in Non-Traditional Occupations	Glenda Boyd Recruitment Specialist, Permanent Commission on Status of Women
V.	Small Group Workshops Rooms 109, 110, 111: Building a Network	Facilitators: Glenda Boyd Recruitment Specialist, Permanent Commission on Status of Women Valerie Hayes Affirmative Action Analyst/ Job Developer, Urban League of Greater New Haven Joseph Schofield Executive Director, Dixwell Community House

The FACT Project is funded by the Connecticut State Department of Education, Division of Vocational and Adult Education.

Today's meeting is a cooperative effort involving the Urban League of Greater New Haven and the Permanent Commission on the Status of Women, State of Connecticut.

APPENDIX 19

Telephone: (203) 624-4168

Urban League of Greater New Haven, Inc.

1184 Chapel Street
New Haven, Connecticut 06511

President
Earl W. Fraser, Jr.

BOARD OF DIRECTORS

Chairman
The Rev. Dr. Charles S. Brown

First Vice Chairperson
Jacqueline Johnson

Second Vice Chairperson
Dr. Reginald Mayo

Treasurer
Jasper J. Jaser

Secretary
Ruth Muehl

Members at Large to Executive Committee
Earl F. Vaughn
Thomas J. Sullivan

Harriette Balay
Kenneth Barboza
Eleanor Boyd
Alexander N. Caplan
Joel Cogen
Nell Cole
The Rev. Andrew Fiddler
Dr. Irma E. Garcia
Dr. A. Bartlett Giamatti
Samuel L. (Skip) Giles
Robert W. Gill
Estelle Heil
Betsy Henley-Cohn
Dolores E. Hill
Theodore F. Hogan
Lewis Jackson
Magnolia Jackson
Alvin R. Johnson
William Jones
James E. Keyes, Sr.
Ellen M. Lawson
Joseph I. Lieberman
Arnold R. Mantilia, Sr.
William J. Massie, M.D.
Doris Morrison
Miranda Salkoff
Michael Towles
G. Harold Welch, Jr.
Robert J. Wyman
Ildra Sue Carroll

NOTES FOR FACILITATORS
Small Group Workshops - Building the Network

Small groups will have representatives from each group in each session:
(community organizations, high schools & colleges, state and regional resources, employers, private training and placement)

I. Introductions

II. Progress to Date
- workshops three weeks ago divided by interest group to generate common needs
- conclusions: specific needs
  - transportation for employees
  - meeting needs of certain groups, i.e. women, handicapped, ex-offenders
  - employers for job banks
  - representatives to speak at meetings
  - $$$$$
  - resource-sharing
  - employees with basic/very specific skills
  - job seeking assistance
  - employee recruitment

  general conclusions and needs
  - information
  - awareness of resources in area
  - collaboration
  - communication
  - referral mechanism

III. How can this be achieved?

NETWORKING
170 organizations in network;
provides large number of permutations for building relationships

Directory of Network Participants
a tool for quick reference to people who are interested in collaboration
categorized by interest group to make it easier to send out mailings or find organizations of one type

Contributions to the Urban League of Greater New Haven are tax deductible

Mechanism of FACT Network

Network is self-sustaining, relationships are to be initiated by people in network;

at workshops (for those who attended) participants were able to make contacts and begin establishing rapport; similarly at this workshop more contacts can be made

Examples of relationships, using directory to facilitate:

If client comes in, and cannot be helped within your capabilities: REFERRAL within network

Network can be used to increase efficiency, break through bureaucracy, get information, enhance your work.

******* At this time, try to foster some relationships and communication. Based on composition of people in room, form small groups, in different numbers (pairs, triples , etc.) and give them some time (10-15 min.) to talk to each other and come up with a program (realistic or scenario) that involves networking and collaboration between their organizations. Then have the groups share their developments with the others.

Facilitator should be included in a group and can start off the discussion.

IV. Evaluation for Project purposes

Explain that April, May and June will be used for follow-up by the League. Brochures/directories will be distributed at end of March or beginning of May.
The Urban League will not be monitoring all collaborative efforts but for evaluation purposes will need a record of referrals, placements, network usage. This will be on a form that will aid in recording that will be distributed with brochure.

V. Business

Extra directory sheets will be available for those who haven't returned them yet.

Meeting in May: discuss format; speaker; luncheon.
Monthly meetings? Newsletter?

VI. Final Words on Networking

Emphasize that network is composed of organizations and people as a self-sustaining mechanism. Have people leave with feeling that the network can really be useful to them. Encourage communication.

APPENDIX 20

Telephone: (203) 624-4168

Urban League of Greater New Haven, Inc.

1184 Chapel Street
New Haven, Connecticut 06511

President
Earl W. Fraser, Jr.

BOARD OF DIRECTORS

Chairman
The Rev. Dr. Charles S. Brown

First Vice Chairperson
Jacqueline Johnson

Second Vice Chairperson
Dr. Reginald Mayo

Treasurer
Jasper J. Jaser

Secretary
Ruth Muehl

Members at Large to Executive Committee
Earl F. Vaughn
Thomas J. Sullivan

Harriette Balay
Kenneth Barboza
Eleanor Boyd
Alexander N. Caplan
Joel Cogen
Nell Cole
The Rev. Andrew Fiddler
Dr. Irma E. Garcia
Dr. A. Bartlett Giamatti
Samuel L. (Skip) Giles
Robert W. Gill
Estelle Heil
Betsy Henley-Cohn
Dolores E. Hill
Theodore F. Hogan
Lewis Jackson
Magnolia Jackson
Alvin R. Johnson
William Jones
James E. Keyes, Sr.
Ellen M. Lawson
Joseph I. Lieberman
Arnold R. Mantilia, Sr.
William J. Massie, M.D.
Doris Morrison
Miranda Salkoff
Michael Towles
G. Harold Welch, Jr.
Robert J. Wyman
Ildra Sue Carroll

March 30, 1982

Dear Network Participant:

Thank you for attending the F.A.C.T. Network meetings to date.

The Network presently consists of 170 participants. The Directory is in its final stages and will be available for circulation in the next two weeks.

In order to evaluate the progress of the F.A.C.T. Project, we request your time and assistance by completing the enclosed evaluation form. Please feel free to state additional concerns and interests.

Sincerely yours,

Linda Chin

Linda Chin
F.A.C.T. Coordinator

LC/cef

Enc.

Contributions to the Urban League of Greater New Haven are tax deductible

F.A.C.T. NETWORK

Evaluation Form

Please check F.A.C.T. workshop(s) attended:

Small workshops (February 24, 25, and 26)

Private Personnel Agencies/Private Training Institutions _____

Educators/Guidance Counselors ______

Employers ______

Regional/State ______

C.B.O.s _____

Large workshop (March 18) _____

Was the purpose of the F.A.C.T. project and network explained clearly at each workshop attended? Yes______ No _____

If No, please comment.

How would you rate the concept of the F.A.C.T. project? Please explain your selection.

Poor______ Fair ______ Good______ Very Good______ Excellent ______

What result is more important to you?

Directory ______ Networking _______ Job Placement _______

Additional Comments.

F.A.C.T. Network
Evaluation Form

Were the workshops beneficial for you as a means of sharing common concerns?
Yes _____ No _____

If No, please explain.

Due to the short-term nature of the F.A.C.T. project, would you like to see the Network continue beyond the development of the Directory? Yes____ No_____
Please comment.

Please state your suggestions as to the continuance of the Network, i.e. regularly scheduled meetings, newsletters, etc.

From the many organizations/institutions represented, please indicate the organization/institution you feel would best coordinate and continue the Network concept.

C.B.O. (community based organization) ______
Please specify____
____

Education System _____
Please specify ____
____

Employer _____
Please specify ____
____

Other

Please return by April 7, 1982 to Linda Chin, F.A.C.T Coordinator.

Thank you for your time and assistance.

Please use back of form for *additional* comments, if needed.

APPENDIX 21

Telephone: (203) 624-4168

Urban League of Greater New Haven, Inc.

1184 Chapel Street
New Haven, Connecticut 06511

President
Earl W. Fraser, Jr.

BOARD OF DIRECTORS

Chairman
The Rev. Dr. Charles S. Brown

First Vice Chairperson
Jacqueline Johnson

Second Vice Chairperson
Dr. Reginald Mayo

Treasurer
Jasper J. Jaser

Secretary
Ruth Muehl

Members at Large to Executive Committee
Earl F. Vaughn
Thomas J. Sullivan

Harriette Balay
Kenneth Barboza
Eleanor Boyd
Alexander N. Caplan
Joel Cogen
Nell Cole
The Rev. Andrew Fiddler
Dr. Irma E. Garcia
Dr. A. Bartlett Giamatti
Samuel L. (Skip) Giles
Robert W. Gill
Estelle Heil
Betsy Henley-Cohn
Dolores E. Hill
Theodore F. Hogan
Lewis Jackson
Magnolia Jackson
Alvin R. Johnson
William Jones
James E. Keyes, Sr.
Ellen M. Lawson
Joseph I. Lieberman
Arnold R. Mantilia, Sr.
William J. Massie, M.D.
Doris Morrison
Miranda Salkoff
Michael Towles
G. Harold Welch, Jr.
Robert J. Wyman
Ildra Sue Carroll

April 23, 1982

Dear FACT Network Participant:

Enclosed please find your personal copy of the FACT Network Directory, April 1982. We at the Urban League of Greater New Haven hope that you will find this directory a helpful tool for fostering communication and collaboration and for developing and maintaining contacts.

As we hope to extend the usage of this reference source, we ask that you make its existence, and the Network's function, known to your colleagues, your clients/students. Please understand that the directory does not aim to be a comprehensive listing of services available in the Greater New Haven Labor Market Area, but a listing of individuals and organizations who have expressed interest in improving the present and future education and employment picture.

For Project evaluation purposes, please use the recording sheet enclosed to maintain a record of your usage of the FACT Network and Directory. We will be asking for this recording sheet in late June, as the Project draws to a close.

Also, please let us know of any corrections. We are sorry for any typographical/other errors and will be printing and distributing a correction sheet in the next few weeks.

I (or the student intern, Dorothy Robin DeNeutte) will be calling you in the near future to discuss your interests and concerns, to propose some ideas for collaboration. Also, we are planning another networking meeting in June.

Please call me if you have any questions.

Thank you for your continued interest and support.

Sincerely yours,

Linda Chin

Linda Chin
FACT Project Coordinator

LC/cef

Enc.

cc: Surverne Miller, Director E.D.E.

Contributions to the Urban League of Greater New Haven are tax deductible

APPENDIX 22

F.A.C.T. NETWORK PARTICIPANTS

Academy for Business Careers
Alba Dress Company
Albertus Magnus College
Albertus Magnus Life Career Development Center
Allstate Insurance Company
American Cyanamid Company
American National Bank
Amity Regional High School
Area Cooperative Educational Services
Armstrong Rubber Company
Automotive Controls Company

Barbizon School of Modeling
Beazley Company
Bic Pen Corporation
Bilco Company
Blassingale Associates
B'nai B'rith Career Counseling Services
Branford Hall School of Business
Branford High School

CBC Construction Company
Chesebrough Ponds
Cheshire High School
Chloride Systems USA
Circuit-Wise, Inc.
City Printing
Colonial Bancorp
Community Action Agency
Community Health Care Plan
Connecticut Advisory Council of Vocational and Career Education
Connecticut Bank & Trust
Connecticut Blue Cross/Blue Shield
Connecticut Dept. of Human Resources
Connecticut Institute of Technology
Connecticut Mental Health Center
Connecticut Savings Bank
Connecticut School of Electronics
Connecticut State Employment Service
CONRAIL
Corometrics
Corporate Management Group, Inc.

Dahill Company
Daniel Hand High School
Darland Wells Assoc., Inc.
Dataproducts New England
DeFelice, Inc.
DeFrank and Sons Corp.
Diversified Employment Services, Inc.
Dixwell Community House
Dixwell Opposes Alcoholism
Dunhill Personnel of N.H.

East Haven High School
East Haven Human Resources
Easter Seal Society of Conn.
Eastern Management Service
Education and Employment Information Center
Eldorado Tool
Eli Whitney Regional Vocational Technical School
Enthone
Entoleter
Equitable Life Assurance

Fair Haven Neighborhood Corp.
Fair Haven Parents Ministry
Fanning Personnel
First Bank
First Federal Savings and Loan
Friendly Ice Cream Corporation
Fugazy International Travel

Gal-Mar Academy of Hairdressing
Genovese & Associates, Inc.
Gilbert Lane Personnel Service
G&O Manufacturing Company
Greater New Haven State Tech.
Guilford High School

Haircutting Institute
Hamden Public Schools
Hamden Youth Services
Hamden-New Haven Coop. Education Center
Harloc Products
High School in the Community
Hillhouse High School
Hitchiner Manufacturing

International Instruments

Jackson Newspapers
Jonathan Law High School
Joseph Foran High School
Junior Achievement of S.C. Conn.
JUNTA for Progressive Action

Kemper Insurance
Keogh Associates, Inc.
Knights of Columbus

Labor Force, Inc.
Lee High School
LFE/Fluids Control
Lyman Hall High School

Management Resource Group
McGrath Associates
Mildin Institute
Milford High School
Milford Human Resources
Milford Youth Services
MITE Corporation
Modern School
Morgan School
Moss Personnel

Nationwide Insurance
NewAir Flight
New England Electronics
New Hampshire College
New Haven CETA Skill Center
New Haven City Welfare
New Haven YWCA
Newhallville Neighborhood Corp.
Newton-N.H.
North Branford High School
North Haven Community Services
North Haven High School

O'Sullivan Fuel Oil Company
Olsten Permanent Agency
Orange Youth Services

Permanent Commission on Status for Women
Platt Regional Vocational Technical School
Positions, Inc.
Pratt & Whitney Aircraft
Private Industry Council
Project MORE

Quinnipiac College (Personnel)
Quinnipiac College (Placement)

Regional Council on Education for Employment
RESPOND, Inc.
Revere Corp.

Sage Advocate Employment Service
Saint Raphael School of Medical Radiologic Technology
Saint Raphael School for Nurse Anesthesiology
Sales Consultants of New Haven
Schick-Warner Lambert
Shoreline Association for Retarded and Handicapped
Sikorsky Aircraft
South Central Community College
Southern Connecticut State College
Southern New England Telephone Co.
State Council on Education for Employment
State Occupational Information Coordinating Committee (S.O.I.C.C.)
Stone School
Stuart Associates

Technical Careers Institute
Temporary Labor Corporation
Tomasso
Travelers Insurance Company
TRW Geometric Tool

Union Trust Company
United Illuminating
U.S. Air Force Recruiting
U.S. Navy Information Team
U.S. Probation Office
U.S. Repeating Arms
University of New Haven (Personnel)
University of New Haven (Placement)
Urban League of Greater New Haven

Volk, Inc.

WARDOCO
Waterbury Farrel
Waverly
West Haven High School
West Haven Youth Services
Wider City Parish
Wilbur Cross High School
Women's Employment Resource Center

Xerox Corporation

Yale-New Haven Hospital
Yale University

FACT NETWORK DIRECTORY RECORDING SHEET

ORGANIZATION: ____________________ CONTACT: ____________________

EXAMPLES

		TYPE OF CONTACT					PURPOSE						
DATE	CONTACT NAME, ORGANIZATION	PHONE	PERS. LETTER	MAILING	MEETING	OTHER	INFO. XCHANGE	RESOURCE XCH.	DEFERRAL	JOB PLACEMENT	/MEETING	ER	ADDITIONAL INFORMATION; NOTES; COMMENTS; RESULTS
4/20	Personnel Directors, Comp. A-Z			✓									invited to participate in job fair; 15 positive responses
4/21	Valerie Hayes, Urban League	✓	✓				✓						asked questions w.r.t. Affirmative Action

APPENDIX 24

FACT NETWORK MEETING PARTICIPANTS

March 18, 1982

Academy for Business Careers	Dianne Marlowe
Albertus Magnus College	Susan Gelinas
Albertus Magnus College Life Career Development	Edith Hallo
Allstate Insurance Company	John Murtagh
American Cyanamid	Daniel Sullivan
ACES	Peter Young
Colonial Bank	Joyce Buczynski
Conrail	T.P. Murphy
Corporate Management	William Tuach
Darland Wells	Linda Wells
Diversified Employment	Millicent Sullivan
Dixwell Q House	Joe Schofield
Eli Whitney Technical	Pete Leahy
Equitable Life	Leslie Salamack
First Federal (N.H.)	Bonnie Baird
First Federal (N.H.)	Lois Johnson
Friendly's	Susan Stopa
Greater New Haven State Technical College	Manuel Oliveira
Hamden High School	Ed Palleria
Hillhouse High School	M.W. Inman
Jackson Newspapers	Mary Marak
Kemper Group	Mary Amarante
Kemper Group	Hollis Schlacter
Lee High School	Bessie Scott
Permanent Commission on the Status of Women	Glenda Boyd
Quinnipiac College - Placement	Dorothy Duff
Regional Council on Education for Employment	Judith Baldwin
Sage Advocate	Natalie Radding
Shoreline Assoc.	Jerry Larkins
South Central Community College	Robert Miller
Southern Connecticut State College	David Denino
State Council on Education for Employment	Kathy Wimer
State Department of Education	Valerie Pichanick
Union Trust	Donna Radwill
United States Navy	Elvin Russell
United States Probation	Maria McBride
United States Repeating Arms	Dick Whalen
Urban League	Linda Chin
	Valerie Hayes
	Surverne Miller
Wilbur Cross High School	Seporia Atlas
Yale-New Haven Hospital	Rocco LaPenta
Yale University - Personnel	Marilyn Shields

APPENDIX 25

COMMITMENTS TO THE FACT NETWORK - A sampling from a small workshop, March 18, 1982

- Notification of job openings to the Network (employer)
- Speakers' Bureau, site visits, work-study programs (employer)
- In-kind donations, employment interviewing techniques, guest speakers (employer)
- Communication of deficiencies noticed in students to educators (i.e. pertaining to job search skills, math, communication) (employer)
- Notify the Network of job openings that have not been filled from within (employer)
- Availability of job postings to requesting institutions (employer)
- Serve as a resource contact for finding minorities to fill job openings; Post all vacancies at the College; Serve as Contact for information regarding Programs of Study needed for occupations (career counselor)
- Locate speakers from business and industry to speak to school personnel and students about jobs; Develop workshops for school people that will give them greater knowledge about specific job opportunities in the region (state resource)
- Work with other agencies to consult on job placement programs, work study (community agency)
- Purpose a meeting for Employers to acquaint them with the school (career counselor)
- Provide meeting facilities; Speakers' Bureau; Internships; Notification of Job Openings (educator)
- Open college-based activities to other Network members (career counselor)
- Offer concerns from educators and students to others in Network; Provide time and students for speakers from business and industries; Arrange visits to job sites to expose students to careers (guidance counselor)

RECEIVED
APR - 5 1982

APPENDIX 26

F.A.C.T. NETWORK

Evaluation Form

Please check F.A.C.T. workshop(s) attended:

Small workshops (February 24, 25, and 26)

Private Personnel Agencies/Private Training Institutions _____

Educators/Guidance Counselors _____

Employers _____

Regional/State _____

C.B.O.s _____

Large workshop (March 18) X

Was the purpose of the F.A.C.T. project and network explained clearly at each workshop attended? Yes X No _____

If No, please comment.

How would you rate the concept of the F.A.C.T. project? Please explain your selection.

Poor _____ Fair _____ Good _____ Very Good _____ Excellent X

It's clear that there's a great need for an industry/education/community coalition to work together in trying to improve the New Haven employment situation. What is needed now is the commitment to turn this concept into a working reality.

What result is more important to you?

Directory _____ Networking X Job Placement _____

Additional Comments.

All three things are very important but the directory alone won't do anything unless people use it to make network contacts and these contacts need to be made and continually worked on before any significant numbers of job placements will occur.

F.A.C.T. Network
Evaluation Form

Were the workshops beneficial for you as a means of sharing common concerns?
Yes X No ____

If No, please explain.

Due to the short-term nature of the F.A.C.T. project, would you like to see the Network continue beyond the development of the Directory? Yes X No ____
Please comment.

The entire value of a network concept is it's being an ongoing activity. Networking can only prove itself over a period of time - it's not a true network if it's only a one shot deal.

Please state your suggestions as to the continuance of the Network, i.e. regularly scheduled meetings, newsletters, etc.

Monthly or bimonthly meetings with specific discussion topics would help sustain the network. I wouldn't recommend luncheon meetings, but perhaps ~~the~~ make a [illegible]; 3 pm starting time for example. A newsletter might be good if well written, timely and informative.

From the many organizations/institutions represented, please indicate the organization/institution you feel would best coordinate and continue the Network concept.

C.B.O. (community based organization) X
Please specify Urban League

Education System ____
Please specify ____

Employer ____
Please specify ____

Other Support from the mayor's office and groups such as the Chamber of Commerce would be good for publicity as well as for effectiveness of implementation.

Please return by April 7, 1982 to Linda Chin, F.A.C.T Coordinator.

Thank you for your time and assistance.

Please use back of form for additional comments, if needed.

F.A.C.T. NETWORK

Evaluation Form

Please check F.A.C.T. workshop(s) attended:

Small workshops (February 24, 25, and 26)

Private Personnel Agencies/Private Training Institutions _____

Educators/Guidance Counselors _____

Employers _____

Regional/State _____

C.B.O.s _____

Large workshop (March 18) X

Was the purpose of the F.A.C.T. project and network explained clearly at each workshop attended? Yes X No _____

If No, please comment.

How would you rate the concept of the F.A.C.T. project? Please explain your selection.

Poor _____ Fair _____ Good _____ Very Good X Excellent _____

excellent "networking" idea. Information gained will be valuable to all concerned participants.

What result is more important to you?

Directory _____ Networking 1 Job Placement _____

Additional Comments.

I was able to make 3 firm contacts with employers and othe educational agencies.

F.A.C.T. Network
Evaluation Form

Were the workshops beneficial for you as a means of sharing common concerns?
Yes X **No** ____

If No, please explain.

Due to the short-term nature of the F.A C.T. project, would you like to see the Network continue beyond the development of the Directory? Yes X **No** ____
Please comment.

To continue discussion of needs (concerning business/industry)

Please state your suggestions as to the continuance of the Network, i.e. regularly scheduled meetings, newsletters, etc.

A quarterly newsletter would be good.

From the many organizations/institutions represented, please indicate the organization/institution you feel would best coordinate and continue the Network concept.

C.B.O. (community based organization) X
Please specify complete awareness of all areas is necessary, and a CBO would have this advantage.

Education System ____
Please specify ____

Employer ____
Please specify ____

Other

Please return by April 7, 1982 to Linda Chin, F.A.C.T Coordinator.

Thank you for your time and assistance.

Please use back of form for additional comments, if needed.

RECEIVED
APR - 5 1982

F.A.C.T. NETWORK

Evaluation Form

Please check F.A.C.T. workshop(s) attended:

Small workshops (February 24, 25, and 26)

Private Personnel Agencies/Private Training Institutions ____

Educators/Guidance Counselors ____

Employers ✓

Regional/State ____

C.B.O.s ____

Large workshop (March 18) ✓

Was the purpose of the F.A.C.T. project and network explained clearly at each workshop attended? Yes ✓ No ____

If No, please comment.

How would you rate the concept of the F.A.C.T. project? Please explain your selection.

Poor ____ Fair ____ Good ____ Very Good ____ Excellent ✓

The concept is excellent. If an agency can be assigned to carry on this project once funding runs out in June it will be worthwhile. There is a need for this type of program.

What result is more important to you?

Directory ____ Networking ✓ Job Placement ✓

Additional Comments.

The directory in itself is not worth anything to me unless it helps me do my job more effectively. A great part of my position depends on networking contacts for information and job placement. The directory is only a 1st step to ACTIVE Communication.

F.A.C.T. Network
Evaluation Form

Were the workshops beneficial for you as a means of sharing common concerns?
Yes ✓ No ____

If No, please explain.

Due to the short-term nature of the F.A.C.T. project, would you like to see the Network continue beyond the development of the Directory? Yes ✓ No ____
Please comment.

I would like to see the Urban League of New Haven given the responsibility of continuing & developing the networking part of the project. through regular meetings of all participants

Please state your suggestions as to the continuance of the Network, i.e. regularly scheduled meetings, newsletters, etc.

I think regularly scheduled 1 a month meetings between all participants for pre determined purposes, as well as a newsletter would be excellent.

From the many organizations/institutions represented, please indicate the organization/institution you feel would best coordinate and continue the Network concept.

C.B.O. (community based organization) ✓
Please specify Urban League of Greater New Haven with advisors from all the different F.A.C.T. project groups represented.

Education System ____
Please specify ________________

Employer ____
Please specify ________________

Other

Please return by April 7, 1982 to Linda Chin, F.A.C.T Coordinator.

Thank you for your time and assistance.

Please use back of form for additional comments, if needed.

As a private employer who actively seeks assistance from the New Haven Urban League for recruitment and affirmative active purposes, I see Linda Chins efforts to set up the F.A.C.T. project and make sure it continues as a positive step in the right direction in terms of bringing people together. I do not have the time or resources to establish on my own the contacts F.A.C.T has *already* provided me with and will continue to provide. I sincerely hope to see the F.A.C.T. project grow - as part of the F.A.C.T advisory committee I intend to do everything in my power to insure this. I would be very happy to offer my assistance in terms of discussing this project with anyone doubting its future success and the success we have had so far. Linda Chin is a very competent person and should be commended on the job she is doing. I don't think anyone could have done a better job organizing and informing such a large group of people to reach a common goal.

APPENDIX 27

F.A.C.T.: FOSTERING ACTIVE COMMUNICATION TODAY
ADVISORY COMMITTEE MEETING
APRIL 14, 1982
3:00 PM
URBAN LEAGUE OF GREATER NEW HAVEN, INC.

A-G-E-N-D-A

I. Summary of January 27, 1982, Meeting
Review of Agenda for Today's Meeting

II. Overview of Project Progress

III. Distribution of List of Network Participants

IV. Phase IV of FACT Project

- A. Planning of Next Network Meeting
- B. Directory Usage Recording
- C. Vocational Program Completers Approach
- D. Employer Job Bank
- E. Other Phase IV Objectives

V. Advisory Committee Business

APPENDIX 28

MINUTES OF THE FACT ADVISORY COMMITTEE MEETING

APRIL 29, 1982, 3:00 PM, URBAN LEAGUE

In attendance: Sue Stopa, Robert Miles, Valerie Hayes, Seporia Atlas, Linda Chin

The meeting was called to order at 3:25 PM.

Evaluations of the workshops were passed around and read by Advisory Committee members. Copies of the FACT Network Directory, which is in the mail at the present time, were available for perusal. Also circulated was a letter from Kathy Wimer (who could not attend the meeting), which contained some points for discussion with regard to Phase IV of the FACT Project.

Since Advisory Committee members in attendance were all very familiar with the progress of the FACT Project, this was only briefly summarized by Linda Chin. Goals of Phases I, II and III, as outlined in the prospectus written in November 1981 and distributed to Advisory Committee members at the December 9th meeting, have all been met.

The major topics discussed by the Committee were: objectives for the next two months, the next Network meeting, perpetuation of the FACT Network without additional funding, coordination with other groups and services (Chamber of Commerce, PIC, RECC, Connecticut State Employment Service) (as suggested by Kathy Wimer).

For the next two months the following goals have been set: continued meetings with guidance counselors and placement officers to discuss job placement needs for vocational education completers; extension of the Urban League's Job Bank service to include FACT Network employers; meetings with representatives from Connecticut State Job Service, PIC, RCEE to discuss co-existence and non-duplication of efforts; a luncheon meeting with a guest speaker in early June, to attend to Network business and to promote networking; publication of the first in a series of newsletters.

The aforementioned goals were determined by the Committee to be realistic and feasible within the time frame of the Project, and are based on current Project needs as expressed by the Project Coordinator's and Advisory Committee members' perspectives and the opinions of Network participants in the evaluations.

The meeting was adjourned at 4:30 PM.

Name: ______________________________ Organization: ______________________

______ I will not attend the FACT Network Meeting/Luncheon on Wednesday, June 23, 1982.

______ I will attend the FACT Network Meeting/Luncheon

Also attending will be:

	Circle Luncheon Choice:	
(self)	Stuffed Chicken	Filet of Sole
______________________________	Stuffed Chicken	Filet of Sole
______________________________	Stuffed Chicken	Filet of Sole
______________________________	Stuffed Chicken	Filet of Sole

Please enclose a check, made out to Urban League of Greater New Haven, Inc., for $9.00 per person.
Please notify us of any additions/cancellations.

Return this form to Linda Chin, FACT, Urban League of Greater New Haven,
1184 Chapel Street, New Haven, Conn. 06511

R.S.V.P. by June 16, 1982

NEWSLETTER

The FACT Network will be publishing the first in a series of newsletters in the near future. Submissions are encouraged.

-A-G-E-N-D-A-

9:30-10:00	REGISTRATION; COFFEE
10:00-10:15	WELCOME AND INTRODUCTIONS
10:15-11:15	PRESENTATIONS
11:15-11:45	QUESTIONS & ANSWERS
11:45-12:15	BUSINESS MEETING
12:15- 1:30	LUNCHEON COFFEE

PRESENTERS

DINO CIABURRI, Pres., Mildin Institute
VALERIE HAYES, Affirm. Action Analyst, Urban League
JOHN LECONCHE, Chairman, Conn. Advisory Council on Voc. & Career Educ.
MARY ELLEN POWELL, Marketing/Training, SOICC
TERRI SMITH, Public Relations, SNETCO
ISADORE WEXLER, Director, RCEE

F.A.C.T.

Network

MEETING/ LUNCHEON

date : WEDNESDAY, JUNE 23, 1982

time : 9:30 TO 1:30 P.M.

place : PICADILLY SQUARE RESTAURANT
70 POND LILY AVENUE

(EXIT 59, WILBUR CROSS PKWY.)

A fee of $9.00 includes the price of coffee, luncheon, and registration.

APPENDIX 29

APPENDIX 30

INTERVIEW WITH ROBERT WATSON, North Haven High School

At North Haven High School, 60% of the students go on to higher education. Mr. Watson works with full-time, work-bound high school students. In the past his job placement program has been very successful, especially with students in the business program because they have specific skills. He is concerned about the economy (part-time employment was down 60% from last year) and changing attitudes in students. Mr. Watson is in contact with many employers; in early spring he sent a letter to 50 area employers about the skills the senior class was producing. North Haven High School holds career days and employer days; this past year 100 representatives participated.

Mr. Watson plans to utilize the FACT Network and Directory in planning and action for the next year. Networking, communication, and linkages are all important to him. He is especially interested in employers who can offer entry-level positions requiring a high school diploma. Students will have access to the FACT Directory through his office's "academy of resources." He will also make the Directory available to other counselors and adult students.

INTERVIEW WITH MANUEL OLIVIERA, Greater New Haven State Technical College

Mr. Oliviera expressed hope that the FACT Project continue because it could be especially helpful next year. The Directory would be made available through his office; he would inform students of its existence. Mr. Oliviera's main concern is employment/placement of students with proper skills at certain companies and pre-employment for seniors (making them aware of what industry needs). The placement rate has been very successful so far, however he hopes to even increase this in the future. He believes that some problems are attributable to the school's new location and industries' concerns that students are not qualified without actual on-the-job training. He plans in the fall of 1982 to hold a meeting with employers to orient them to the school and its programs.

INTERVIEW WITH PETER LEAHY, Eli Whitney Regional Vocational/Technical School

Mr. Leahy believes that all students who look for work are practically guaranteed a job because of their skills. Many do not seek work or opt for higher education. The school is actively involved in on-the-job training with area employers. Many industries contact the school directly and ask to come and speak and to seek potential employees. Mr. Leahy will make the FACT Directory available to students through group guidance sessions. He believes the FACT Network should focus on employers and increasing contacts with as many employers as possible.

New Haven, Connecticut 06511 • (203) 777-6631

albertus
magnus
college

APPENDIX 31

May 4, 1982

RECEIVED
MAY - 5 1982

Ms. Linda Chin
F.A.C.T. Project Coordinator
Urban League of Greater New Haven
1184 Chapel St.
New Haven, CT. 06511

Dear Linda,

Received the FACT Network Directory and know it will be of great help. Congrats!

I look forward to meeting with you Monday, May 17th at 10:00 AM in my office, Aquinas Hall. Enclosed please find directions to campus.

If there is anything I can do for you or other FACT Network participants at any time, do not hesitate to call me.

Sincerely,

Susan B Gelinas

Susan B. Gelinas
Director
Community Relations

SBG/js

The City of New Haven · Employment & Training Administration
Biagio DiLieto, Mayor
Joseph N. Marci, Administrator

RECEIVED
MAY 21 1982

May 20, 1982

Ms. Linda Chin
FACT Project Coordinator
Urban League of Greater New Haven, Inc.
1184 Chapel Street
New Haven, Connecticut, 06511

Dear Ms. Chin:

I have received a copy of the FACT Newtwork Directory, and wish to compliment you on a well organized directory. It is concise and the format is easy to use for reference.

Thank you for sending me a copy, which I am sure will be a handy reference booklet.

Sincerely,

Larry Amendola

Larry Amendola
Director of Training
and Operations

LA:le

cc: S. Miller
E. Fraser, Jr.

240 Cedar Street New Haven, Connecticut 06519 777-5830
An Equal Opportunity • Affirmative Action Employer

DES

DIVERSIFIED EMPLOYMENT SERVICES, INC.
Permanent & Temporary Specialists
531 WHALLEY AVE., NEW HAVEN, CT. 06511
TELEPHONE (203) 397-2500

RECEIVED
MAY - 7 1982

May 6, 1982

Ms. Linda Chin
F.A.C.T. Coordinator
Urban League of
Greater New Haven
1184 Chapel Street
New Haven, CT 06511

Dear Linda:

The F.A.C.T. Network Directory will be very useful in our assistance to refer individuals we might not ordinarily help. This was an enormous undertaking and you must be commended for a job well done.

One note, I did notice your F.A.C.T. Advisory Committee does represent each area of participating groups except the private placement services. Perhaps you might find it beneficial to include someone in the future. I thank you for being included in your network and directory.

Looking forward to hearing from you,

Sincerely,

DIVERSIFIED EMPLOYMENT SERVICES, INC.

D. William DeRosa, Jr.

D. William DeRosa, Jr., CPC
President

DWD/slp

RECEIVED
MAY - 5 1982

Albert Harary
Vice President—Manag[illegible]ervices

UI United Illuminating
80 Temple Street, New Haven, Connecticut 06506

May 3, 1982

Ms. Linda Chin
F.A.C.T. Project Coordinator
Urban League of Greater New Haven
1184 Chapel Street
New Haven, CT 06506

Dear Linda:

I just received a copy of FACT Network Directory. Congratulations to you and those who participated in compiling and producing this publication. It will certainly be useful to any number of individuals and organizations in the Greater New Haven area Labor Market.

Well done.

Sincerely,

AH/jae
cc: Mr. Earl W. Fraser, Jr.

P.S. May I have five more copies of the Directory?

The United Illuminating Company
an investor-owned electric light and power company

DEPARTMENT OF HUMAN RESOURCES
YOUTH SERVICE BUREAU
CITY OF WEST HAVEN, CONNECTICUT 06516
(203) 934-3421 EXT. 230

LAWRENCE C. MINICHINO
Mayor
AZELIO GUERRA
Human Resources, Director

ROBERT S. MORTON
Coordinator

July 9, 1982

Urban League of Greater New Haven, Inc.
Ms. Linda Chin, FACT Project Coordinator
1184 Chapel Street
New Haven, Connecticut 06511

Dear Linda:

Enclosed is the recording sheet used in conjunction with the FACT Directory.

I thought the Network Directory was excellent and am truly sorry that my schedule made it impossible for me to attend the meetings which brought it to life.

Sincerely,

Robert S Morton

Robert S. Morton
Coordinator

RSM/clg
Enc.

APPENDIX 32

RECEIVED
JUL -8, 1982

FACT NETWORK DIRECTORY RECORDING SHEET

ORGANIZATION: South Central Community College

CONTACT: Robert Milos

EXAMPLES (4/20, 4/21)

DATE	CONTACT NAME, ORGANIZATION	TYPE OF CONTACT: PHONE	PERS. LETTER	MAILING	MEETING	OTHER	PURPOSE: INFO. EXCHANGE	RESOURCE XCH.	REFERRAL	JOB PLACEMENT	WORKSHOP/MEETING	OTHER	ADDITIONAL INFORMATION; NOTES; COMMENTS; RESULTS
4/20	Personnel Directors, Comp. A-Z			✓									invited to participate in job fair; 15 positive responses
4/21	Valerie Hayes, Urban League	✓	✓				✓						asked questions w.r.t. Affirmative Action
5/26	Bill Davis,	✓			6/7						✓		Meet to discuss funding of GIS
	Bessie Scott	✓			"						✓		computer system.
5/27	Sapporo Atlas	✓			"						✓		following meeting 6/11
7/6	Mary Mrak	✓								✓			
	Jackson Newspapers												
from Jennifer Johnson, Job Developer, Women's Employment Project													
	Eastern Management Serv.	✓								✓			discussed referral of client - Edenton resident
	Gilbert Lane									✓			made 2 referrals for position - but job filled by other
	St Raphael School of Rad. Tech.	✓							✓				received info on School of Radiologic Tech.
	Blue Cross / Blue Shield								✓				did a check on clients previously referred
	Conn. Mental Health Center	✓							✓				made a referral for interview.
	Colonial Bank	✓			✓			✓	✓				Obtained 2 placements for students
	Dunhill	✓			✓				✓				four students screened + interviewed

FACT NETWORK DIRECTORY RECORDING SHEET

ORGANIZATION: W.H. Youth Svce. Bureau

CONTACT: Robert Morton

EXAMPLES

DATE	CONTACT NAME, ORGANIZATION	TYPE OF CONTACT: PHONE	PERS. LETTER	MAILING	MEETING	OTHER	PURPOSE: INFO. EXCHANGE	RESOURCES ACQ.	REFERRAL	JOB PLACEMENT	WKSHOP/MEETING	OTHER	ADDITIONAL INFORMATION; NOTES; COMMENTS; RESULTS
4/20	Personnel Directors, Comp. A-Z			✓									invited to participate in job fair ; 15 positive responses
4/21	Valerie Hayes, Urban League	✓	✓				✓						asked questions w.r.t. Affirmative Action
4/23	Mildin Institute										✓	Career Workshop	St. Louis Adopt-A-School Program (Speaker)
4/23	mildin Institute		✓										St. Louis Adopt-A-School Program (Speaker)
4/29	Tech. Careers Institute	✓									✓	Field Trip	Bailey Middle School Students
4/30	mildin Institute										✓	Career Workshop	St. Louis Adopt-A-School-Program (Speaker)
4/30	Techn. Careers Institute	✓									✓	Field Trip	Carrigan Middle School Students
4/6	S.C.S.C.		✓										Invited to participate in Career Program
5/7	Mildin Institute										✓	Career Workshop	St. Louis Adopt-A-School Program (speaker)
5/7	West Haven High School		✓	✓			✓						Information regarding Training Program for H.S. Seniors
5/7	Mildin Institute		✓										Follow-up for Speaker
5/14	S.C.S.C.				✓						✓	Career Workshop	St. Louis Adopt-A-School Program (Speaker)
5/14	S.C.S.C.		✓										Follow-up for speaker
5/27	A.C.E.S.				✓						✓		invited to participate in G.I.S workshop
5/27	Hospital of St. Raphael		✓								✓		
6/4	Hospital of St. Raphael				✓						✓	Career Workshop	St. Louis Adopt-A-School Program (Speaker)
6/4	A.C.E.S.		✓					✓					Pick up G.I.S. Computer
6/10	W.H. High School		✓	✓			✓						Information regarding Career Job Fair
6/14	Hospital of St. Raphael		✓									Follow-up	Feed back on Career Workshop
6/18	ACES.		✓	✓								Letter of Recommendation	
6/22	Hospital of St. Raphael			✓								Followup	Career workshop at St. Louis